

Historic, Archive Document

Do not assume content reflects current scientific knowledge, policies, or practices.

257140
157

5

Inside APHIS

Vol. 11 No. 1 United States Department of Agriculture • Animal and Plant Health Inspection Service

July 1990

Mastering the Passenger Possibilities

By Jack Mahaney, Customs Liaison Officer, PPQ Port Operations

If you have ever returned from overseas travel, you probably know what it's like—standing in an endless Customs line, clutching baggage in sweaty hands, wondering just how long an inspection can take and why the process can't be speeded up a little.

And as we in APHIS know, agricultural quarantine inspections (AQI) were taking place along with Customs inspections—and contributing to the delays!

Customs' figures show that 36,740,004 foreign and U.S. passengers entered the country last year. Another 8,884,202 passengers were cleared at preclearance sites located in foreign lands.

And Customs conservatively estimates that by the end of the

decade, passenger arrivals will double over 1989 figures!

Could anything be done about this tidal wave of travel, threatening to overwhelm the inspection agencies? Over the years Customs has tried innovative ideas to speed up the lines. At one time they even tried a mechanical baggage sniffer, but it made so many errors it was terminated.

APHIS has also come up with innovations. APHIS uses X-rays with great success because the solid, regular shapes of fruits, plants, vegetables, and meat show up clearly in x-rays. X-rays do not work as well for Customs, because narcotics are often in a powder form that cannot be detected.

APHIS pioneered the use of passively trained detector dogs that sniff baggage in the carousel area. Customs also now uses passively trained detector dogs in the same area.

For years Customs' solution to the slow-moving lines, given increasing financial constraints, was to open fewer bags. And for years Customs and APHIS differed on how much baggage should be opened. At one time APHIS advanced to Customs as much as \$5 million a year so that more inspectors could be hired to open all baggage. In recent years about 20 percent or fewer passengers on a typical flight have been sent to the

(continued on page 36)

Digging In Against the Salmonella Foe

By Margaret Webb, Legislative & Public Affairs

The war on Salmonella has started.

APHIS epidemiologists and veterinarians have deployed to the front lines to gather samples and collect information—a hard-shell intelligence operation on commercial table egg production.

The National Veterinary Services Laboratories (NVSL) in Ames, Iowa, have geared up for a monumental task—processing (culturing) and reading the results from environmental swabbings and tissue samples.

From chickens.

Lots of chickens. And lots of environmental swabbings of commercial egg flocks and production equipment.

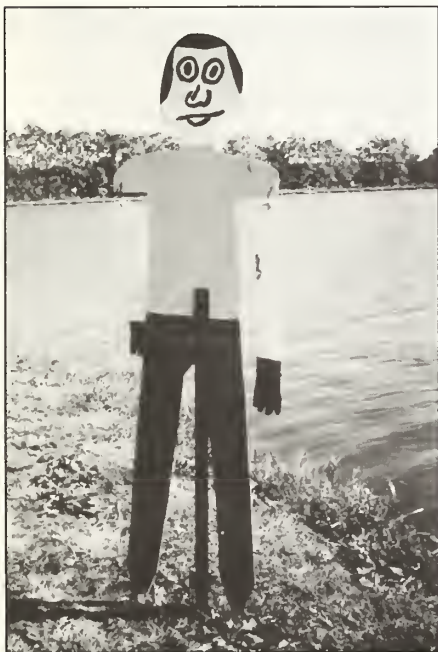
These activities are part of an APHIS Veterinary Services (VS) emergency program to reduce the incidence of Salmonella enteritidis serotype enteritidis (SE) in egg-type poultry.

SE is a bacterial pathogen that infects poultry and other animals and causes disease in people. The bacteria can be transmitted to poultry by contact with infected rodents, flies, or birds, or contaminated feed. It can also be transmitted by the chicken to the egg while the egg is being formed within the hen.

When people eat SE-contaminated foods, such as improperly cooked eggs or dishes containing contaminated eggs, they can become ill with a sickness called Salmonellosis. It typically causes diarrhea, fever, abdominal cramps, and vomiting. It can be fatal in the very young or elderly and those whose immune system has been weakened.

The Centers for Disease Control report that isolations of the SE bacteria from outbreaks in humans have increased threefold since 1980. The Northeastern and mid-Atlantic states have the highest

(continued on page 40)



A seven-foot scarecrow with arms that sway in the wind. See story on bird predation in aquaculture ponds, page 2. Photo by Gary Littauer.

Notice To All Birds: No Fishing!

By Amichai Heppner, Legislative & Public Affairs

If only birds could read, life would be so much simpler for fish farmers who are under attack by fish-eating birds, such as cormorants, great blue herons, and egrets.

"A cormorant with a healthy appetite can land on a catfish pond and easily eat a pound of fish per day," says Gary Littauer, a wildlife biologist with APHIS Animal Damage Control in Stoneville, Miss. "Over the course of a 150-day wintering season for cormorants, a Mississippi farmer could lose more than 100,000 pounds of fish if his ponds get hit by a flock with a thousand birds or more."

Fish farming has become a major enterprise in the United States, with an income that last year exceeded \$500 million. Fish ponds are springing up in many states, with large concentrations in Mississippi, Arkansas, and California. A good-sized enterprise in Mississippi has 20 to 25 ponds averaging 14 acres, each, for a total of some 300 acres of water dedicated to fish farming.

To grasp what 14 acres of water looks like, picture 14 football fields side by side.

Hungry flocks of fish-eating birds seem to think that fish farms were created just to provide them an easy meal, and they will abandon age-old migratory patterns when cultivated fish are plentiful and easy to catch. Visitations from migratory birds can and do drive fish farmers out of business, and so they want to convince the birds to catch fish from the wild like they used to—and leave cultivated fish alone.

Some people have asked, if birds eat fish meant for human food, why not have humans eat a little higher up the food chain? Why not serve people cormorant drumsticks along with or instead of fillet of fish?

This idea doesn't work, first of all, because it's illegal to kill cormorants. They and all the other major fish thieves are protected species. Even if it were legal to kill cormorants, people wouldn't serve their meat for supper. That conclusion is

based on reports from people who have eaten mergansers, a duck that eats fish. The fishy flavor of the meat, people say, is a real turnoff.

So, the challenge remains to keep predaceous birds away from commercial fish farms. Littauer and his ADC coworkers are helping farmers with different techniques to send birds a message to keep away.

"One technique uses visual effects," Littauer says. "We've built colorful scarecrows out of plywood seven feet tall, with loose arms that sway in the wind. That works well for birds that are easily scared by a human presence. But after a while, the birds get used to the scarecrow, and we have to change the way we send our message."

"We recently have tried out a scarecrow that adds an element of surprise. It's an inflatable figure that pops up periodically when air is injected by a heater fan. So far, it has had the desired effect on cormorants, but we don't know yet whether the pop-up scarecrow will do better than the stationary one in the long run," Littauer says.

Currently, the major effort for scaring away predaceous birds
(continued on page 35)



Egrets at dinner: aquaculture ambience while contemplating the next course. In foreground, a heron wades into an aquaculture pond. Photos by Althaea Langston.



Mrs. Smith Comes To Washington

By Betsy Adams, Legislative & Public Affairs



Assistant Secretary for Marketing and Inspection Services Jo Ann Smith, at Secretary of Agriculture Clayton Yeutter's "Physical Fitness Challenge" event in June on the Patio of the Administration Building, Washington, DC. Photo by Laura Smith.

"Hi, I'm Jo Ann Smith!" said the Assistant Secretary for Marketing and Inspection Services. Shaking hands with surprised employees at last year's Awards Luncheon shortly after taking office, she displayed the southern charm that's become her trademark during the year she's been in office.

Smith already had a lot of friends in APHIS when she came on board. In her roles as a northern Florida

cattle rancher and president of the National Cattlemen's Association, she had frequent contact with the Administrator and Veterinary Services officials.

"Even before I came to Washington, I knew about many of APHIS' activities," she says. "You've dealt with many difficult diseases and pests, and I share your pride in what you've accomplished.

"I've seen you eradicate many animal health problems in the country—screwworm and hog cholera, for example," says Smith. "And you're well on your way with brucellosis. Obviously, you've been doing a lot of things right!"

The Global Perspective

When she became Assistant Secretary, Smith had to learn to approach decisions with a global perspective, to keep in mind the effect of her agencies' actions not only on American agriculture but on world markets.

But she well understands the need for balance in trade policy. "We have to remember that while we're open to increasing trade with the Third World, and now, the Eastern Bloc, we have to guard against allowing entry of exotic diseases and pests," she says.

Even in the area of food safety, sometimes considered a domestic concern, she sees international implications. "Salmonella enteritidis, for example, could have a major impact on our import-export situation," she says.

Although APHIS has traditionally been concerned with plant and animal health rather than human health, Smith sees APHIS appropriately in the forefront in dealing with food safety problems, like Salmonella, at their source.

"APHIS is the first step on the ladder in ensuring that food is safe because you deal directly with the producers," she says. "It's your job to identify and isolate the problems, and the ideal place in which to do this is on the farm.

"As we continue to work under tight budgets and with limited resources," she says, "we'll need, increasingly, to find more efficient ways to deal with problems like Salmonella."

Pursuing Prevention

Smith believes the years ahead will see APHIS concentrating more and more on ways to prevent diseases like Salmonella from occurring and ways to prevent pests like Medfly from entering the country.

"There are many good reasons to pursue prevention," she says. "One is that, in the long run, prevention makes more efficient use of our resources than getting rid of problems after they're here. We absolutely have to work more on educating the public or specific audiences

(continued on page 41)

Writing About You . . . And You . . . And You

Does *Inside APHIS* feel different to you?

No, we don't mean the appearance. Those changes—including the recent change to a 8-1/2 x 11 size—have been coming in bits and pieces over a period of years. We heard that you like the new look, and we appreciate your positive feedback about it.

But have you noticed the new emphasis on employees in this issue: features about them, by them, for them? We want to talk about APHIS programs, but we're going to do it by looking through the eyes of employees.

We have a little of everything in this issue. Awards offer some of the best opportunities to examine outstanding employees at work, and we have the kind of line-up of award-winners that illustrates just how challenging APHIS work can be.

We also have increased participation from program personnel. For example, reemployed annuitant Jack Mahaney, with APHIS' outpost at the U.S. Customs headquarters in Washington, DC, helped us out with the story about the new Customs agreement. And the Safety, Health and Environment Staff invited us to meet and talk to a whole conference of APHIS employees.

We had asked FOIA Officer Cheri Landini for a piece of narration about a difficult subject—her job. We were charmed by the first-person story she supplied us. In a different vein, Professional Development Center's John Patterson gave a vivid description of life in the Manuals trenches.

Any other aspiring Hemingways out there? Let us know!

Finally, we have inaugurated a new feature with two stories this issue: APHIS at Work. We were

convinced that an in-depth description of any job in the agency would reveal an "unsung hero." We hope you're equally excited about the stories behind the two employees we picked to feature this first time: in our "Employee Profile," we have John Eades, Senior Investigator with REAC in Nashville; in our "Day in the Life," we have Cheryl French, IS Veterinarian in Guatemala.

Now, don't get impatient! We know your job is just as interesting, and just as important! We plan to look at them all, even if it takes a while!

But while we're working on it, we'd like to think that *Inside APHIS* can help APHIS employees take increased pride in their agency by sharing the work experiences of fellow employees.

Enjoy!

Peggy Adams
Editor

Dear *Inside*:

I truly feel fortunate to have had an opportunity to spend most of my life working toward preventing the introduction of harmful agricultural plant pest and animal diseases into the United States and selling American products abroad. Why has this been so special to me? It is really pretty simple—it's the people. As my wife, Armeto, has often said, no matter where you go or who you meet in APHIS (and she has met quite a few), the people are always a cut above average.

Initially, we will return to South Florida and live at our home located at 10230 SW 96 Terrace, Miami, FL 33176. We plan to be there at least a year and then, most likely, move to Ozark, Alabama, to establish our permanent retirement home. As my mother used to often say, "We'll see."

Armeto and I would love to hear from our former associates and friends after we join the ranks of the retired.

Jack Reynolds
Former IS Supervisory Regional Director, The Hague, Netherlands

Dear *Inside APHIS*:

I read with great interest the article in *Inside*, December 1989, in regard to the Witchweed Program. I have had more than 38 years of experience with the USDA-ARS-PPCD programs.

I was stationed at Vero Beach, Florida, in 1957 before being transferred to Manon, South Carolina. My main work while in Florida was on the Med. Fruit Fly program.

My main work in South Carolina was on the Witchweed program. I was transferred to Marion, SC, in August of 1957 as District Supervisor of work in Marlboro, Dillon, Marion, and Harry counties. Mr. J.W. Kelley, Area Supervisor, told me what the higher officials in Washington, DC, had in mind for the Witchweed Program: the planting of catch crops of corn to get germination of witchweed seed in the soil, but destruction of witchweed plants after they emerged from the soil before they produced seed.

I learned from a few farmers in Marlboro County, if they planted corn in some of their fields, the corn crop was a complete failure with spots of corn that resemble those of acute drought; but if they planted

cotton or soybeans, they got good crops.

I discussed with farmers in my area of work what I learned from the farmers in Marlboro County and the witchweed quarantine.

(continued on page 5)

Inside APHIS

Inside APHIS is published twice a year by Legislative and Public Affairs, Room 606, Federal Building, 6505 Belcrest Road, Hyattsville, Md. 20782. Telephone: FTS or (301) 436-7774.

Call or write the editor with ideas for the next issue by September 15, 1990.

Director
John P. Duncan III

Editor
Peggy Adams

Designer
Mary Ann Hines

Photography Editor
Laura Smith

Let Freedom Ring—And Request, Respond, Exempt, Duplicate, and File!

By Cheri Landini, FOIA Coordinator, Legislative & Public Affairs

The mere mention of a call from APHIS' Freedom of Information Act (FOIA) office usually evokes a feeling of dread. A call or request from the FOIA staff can mean hours of searching through files for documents—and then copying them!

I've actually had a veterinarian here in Hyattsville greet me in the elevator by saying, "Have a good day, and I hope I don't see you again!"

No offense intended and none taken, because I know what a visit, FAX, or XCOP message from the FOIA office means: someone will be pulled away from their regular duties to search for records, and someone's valuable time will be used copying them.

Intent To Release Information

In case you've never experienced the joy of filling an FOIA request, here's a little background on what the FOIA is and how requests are handled.

Congress enacted the Freedom of Information Act in 1966, and has
(continued on page 39)



The FOIA staff in Hyattsville (from left): Kim Pacheco, Sue Izumi, Cheri Landini. Photo by Laura Smith.

(continued from page 4)

Mr. Harvey L. Ford, Deputy Administrator, PPQ, said in 1970 that the witchweed program had saved more than \$200,000.

I had suggested a system of survey of witchweed-infested fields and fields where witchweed was not found the previous year (known as A & B fields); [the latter] were not to be sprayed until witchweed was found again.

Prayerfully and respectfully submitted,
Benjamin D. Pate

P.S. Please excuse my writing. I will be 86 years of age during the year of 1990.

APHIS Administrator James W. Glosser has forwarded the following letter to *Inside APHIS*. Richard H. Watkins is a Veterinary Medical Officer with VS in Columbus, NE.

—Editor

Dear Dr. Glosser:

It is my pleasure to inform you that a promotion selection board recommended that Mr. Richard H. Watkins, an employee of your organization, be promoted to the grade of Colonel in the United States Air Force Reserve. This selection attests to Mr. Watkins' ability, performance and future potential in the Air Force Reserve. I would also like you to know that many fine officers were eligible for promotion but only the very best were selected.

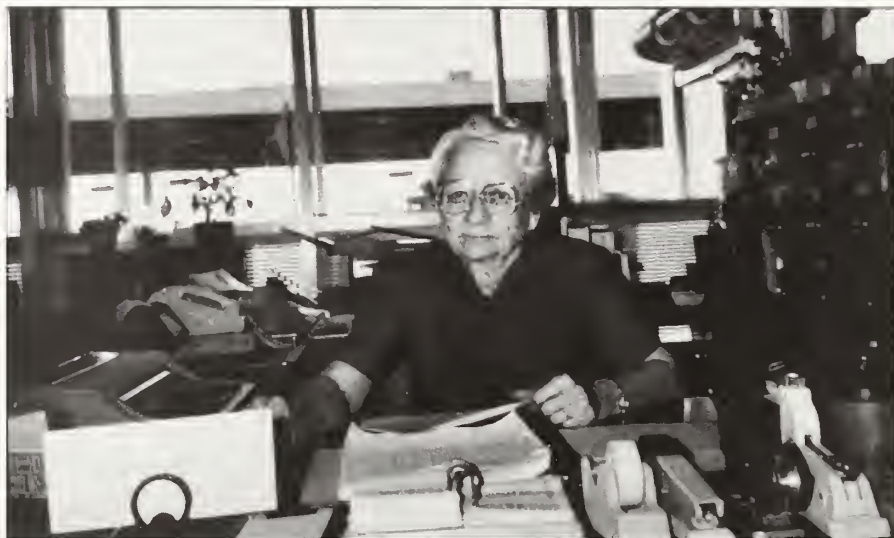
Mr. Watkins is an active member of our reserve program and an asset to our organization. His participation is possible because you, his employer, have permitted him the opportunity to train when required. The Air Force Reserve is an important part of the national security effort and the support given by private employers is greatly appreciated and needed.

Because of your support of the reserve program, I feel you should be aware of Mr. Watkins' promotion. I also wish to express my thanks and extend those of the United States Air Force for your cooperation and support of the Air Force Reserve Activities.

Sincerely,
Clyde O. Westbrook



Krotona Bray



El Paso's Secretary par excellence, Krotona Bray. Photo by John Vigil.

"Five Officers-in-Charge have come and gone since Krotona Bray came to work in El Paso," according to the current OIC, John Vigil.

"Mrs. Bray has trained them all," he says, citing her 43 years with the Federal government as one of the reasons that the El Paso secretary is the APHIS honoree for the

Department's Distinguished Service award.

Vigil explains that, with the PPQ reorganization within the last three years, local work units have assumed much more responsibility for planning and maintaining operations. In addition to her normal duties, Bray has developed a com-

puter system, connected electronically with the National Finance Center and the Field Servicing Office, for tracking personnel actions for all 34 employees in the El Paso location. She has also implemented the automated budget reporting system for El Paso.

(continued on page 15)

Forty and Counting

How many APHIS employees, like Krotona Bray, have been in Federal service 40 years or more? We asked FSO Management Analyst Gail Moses to help us locate these veterans. Moses found twenty-two:

Maria Alvarez	Secretary, Typing	VS, Brownsville, TX	Katherine Mahler	Secretary, Steno	VS, Hyattsville, MD
Opal Arduino	Facilities Management Technician	M&B, Hyattsville, MD	Richard Munkittrick	PPQ Officer	PPQ, San Francisco CA
Eugene Bifano	Animal Health Technician	VS, Queens, NY, NY	C. Munson	Animal Health Technician	VS, Princeton, MN
Krotona Bray	Secretary, Steno	PPQ, El Paso, TX	Charlie Nigro	Asst. to the Asst. Deputy Administrator	PPQ, Hyattsville, MD
Marvin Dykes	PPQ Officer	PPQ, San Diego, CA	Marland Nordby	Animal Health Technician	VS, Redwood Falls, MN
Francis Formichella	Supervisory PPQ Officer	PPQ, Norfolk, VA	John Rogers	Animal Health Technician	VS, El Paso, TX
William Friedman	Plant Pathologist	PPQ, Beltsville, MD	James Scott	PPQ Officer	PPQ, Honolulu, HI
Thomas Garcia	Supervisory Animal Health Technician	VS, Eagle Pass, TX	Gordon Smith	Lead Program Clerk	VS, Nashville, TN
Horacio Garza	Animal Health Technician	VS, Los Ebanos, TX	Robert Thiewes	PPQ Officer	PPQ, Duluth, MN
Ralph Hancock	PPQ Officer	PPQ, Charleston, SC	Robert Wakamiya	PPQ Officer	PPQ, Honolulu, HI
Charles Lovett, Jr.	PPQ Officer	PPQ, Waco, TX	Robert Westmoreland	PPQ Officer	PPQ, Morehead City, NC

James W. Glosser



Secretary of Agriculture Clayton Yeutter recognized APHIS Administrator James Glosser for the agency's 1988 reorganization. Photo courtesy of the U. S. Department of Agriculture.

Administrator James Glosser has received an award for his leadership in bringing about the reorganization of APHIS.

APHIS has always had a reputation for reacting well in crises. After all, emergencies are a central part of APHIS programs dedicated to protecting American agricultural health.

However, APHIS has not always been seen as an agency that did a good job of avoiding crises. In 1987, to help improve its effectiveness in this regard, the Assistant Secretary of Agriculture for Marketing and Inspection Services mandated a review of the agency.

An 11-member taskforce, representing all program and support areas within the agency, was set up to define problem areas. The taskforce also recommended changes to correlate the escalating and sometimes conflicting issues and needs of the agency's stakeholders.

As a result, under Glosser's leadership APHIS was realigned along functional rather than disciplinary lines. Glosser expanded the APHIS Management Team (AMT) to the 11 members now representing the program and support areas.

The expanded AMT allowed an open approach to decision-making, enhanced by a collegial and cooperative atmosphere. It also had—for the first time—women, Black, and Hispanic members, thereby reflecting more accurately the make-up of the APHIS workforce and its stakeholders.

One of the most important changes resulting from the review has been the introduction of long-range, Agency-wide strategic planning as a tool for identifying issues and the means to keep them from becoming crises. With the Policy and Program Development (PPD) staff, Glosser created a multi-disciplinary team that could develop new ways to manage key issues such as

regulations development and policy analysis, coordinate strategic planning, and—most important—identify and define emerging issues.

The new International Services (IS) staff combined the international personnel and expertise of the old Veterinary Services (VS), Plant Protection and Quarantine (PPQ), and Administrative Management groups, eliminating duplication of effort and allowing interdisciplinary action. With IS, APHIS was in a position to respond quickly and efficiently in its international programs.

Glosser responded to ever-increasing attention from animal-welfare groups by placing the agency's compliance and enforcement activities in one staff, Regulatory Enforcement and Animal Care (REAC). There, APHIS could give the issue greater attention and resources, independent of program concerns.

Similarly, Glosser gave new visibility and prestige to APHIS' scientific and technical programs by bringing together its laboratories—the National Veterinary Services Laboratories, the Denver Wildlife Research Center, the Methods Development Centers, and the National Monitoring and Residue Analysis Laboratory—under the single Science and Technology (S&T) staff.

And Glosser brought together three separate training and development programs into the Recruitment and Development (R&D) staff. He signaled his commitment to employee development and recruitment of the best-qualified candidates for APHIS positions by having R&D report directly to the Administrator—a first for recruitment and development programs in the agency.

The Department recognizes the value of the changes that APHIS has undergone and expresses its confidence in their success by officially commending Glosser for "outstanding vision and dedication in accomplishing a major restructuring and redirection" of APHIS. □



Aircraft and Equipment Operations, Mission, Texas



Machinist Margarito Carreon prepares to use heliarc welding to join aluminum components of sterile insect-release machine. Photo by Harold Mabry.

Sometimes, accomplishment of the greater good can pose potentially devastating problems for individuals. When it happened in APHIS, a few PPQ employees showed the resourcefulness and dedication to make the situation work for them.

In 1981, APHIS dismantled its screwworm rearing facility in Mission, Tex. The agency had accomplished a "greater good" by eradicating screwworm from the United States.

The end of the project meant a reduction-in-force, and over three years 550 APHIS employees were phased out of work at the Moore Air Base location. However, three insect-production workers and a clerk continued their careers by transferring to PPQ.

PPQ had established its Methods Development Equipment Center at Mission in late 1980, and Jaime Casteneda, Margarito Carreon, Roberto Garza, and Delfina Saenz hired on as temporary general laborers and an office clerk. A Sheet Metal Mechanic, Juan Godinez, made the transition about six months later.

"They were eager to work and dedicated to self-improvement," according to Aircraft and Equipment Operations (AEO) Director Harold Mabry. "One is now shop foreman, one a lead journeyman machinist, one a journeyman machinist, one a lead secretary, and one a shop laborer. They quickly learned their new jobs and were eager and willing to go through training."

But that's just the first part of the story. Along with Mabry, Supervisory Equipment Specialist Raymond Penk, and Secretary Diana Garza they form the Equipment Section team that is behind some unique equipment and systems, designed to improve efficiency and reduce costs for PPQ activities.

AEO was set up to provide aircraft and equipment services for all PPQ programs, including emergency programs in the U.S. The equipment section focused on improving the mobility of the medfly equipment so that it could be set up rapidly in new emergency situations.

In particular, the team:

- Modified a mass-produced plastic tote box for rearing and chilling the flies; the plastic boxes replaced paperboard cartons with limited service life and potential sanitation problems. These boxes offered considerable cost savings and are now the standard for sterile-fly rearing and release programs in APHIS and other agencies.

- Converted a 45-foot refrigerated trailer into a chilling unit that could process enough steriles for one airplane load; its presence allowed continuous operation throughout a work day.

- Converted a second 45-foot trailer into a four-room lab for quality-control testing.

These improvements have cut the time for preparation, loading, and aerial distribution of the flies in half. They have improved the carrying capacity of a single planeload of flies to four million. The equipment is mobile, eliminating the need to



Machinist Juan Godinez drilling holes to assemble parts of an insect-release machine. Photo by Harold Mabry.

build temporary housing or risk exposure to unknown contaminants.

The team is also responsible for designing diet-mixing and dispensing systems and equipment for use in sterile-insect rearing facilities.

"Since 1985, medfly activity and its demand on this group have been heavy," says Eddie Elder, Chief Operations Officer for Domestic and Emergency Operations. "One of our goals is to improve the operational effectiveness of our medfly program. These improvements are exactly the kinds of things that have to be done to put together a responsive emergency operation."

The Department of Agriculture and APHIS recognize the superior service of this APHIS team with an Honor Award for the development, design, and installation of unique equipment and mobile systems to support emergency fruit fly eradication programs and sterile insect production facilities. □

Florida Brucellosis Whole Herd Vaccination Task Force



Florida Brucellosis Whole Herd Vaccination Task Force: Project Leader David Mitchell, at an information meeting.

In 1987 south Florida had 22 counties that were rated Class C for Brucellosis—the most serious level of infection. Fifteen of those counties showed an infection rate of 110.5 per 1,000 cattle herds, compared with 32.5 per 1,000 herds for Florida as a whole and 2.19 per 1,000 herds for the U.S. Of the 21,332 cattle herds in Florida, 693 were infected.

Thirty years of cooperative efforts at eradicating this massive disease problem had proven ineffective, and the state cattle industry was resisting further regulation. However, Class C designations carried a restriction on movement of calves from breeding herds in the area of infection—a problem for Florida cattle producers, who shipped their herds to finishing lots out-of-state.

Conditions in Florida create serious logistical problems in using vaccine to increase resistance of the cattle population to brucellosis. Florida range herds are large and relatively wild; many are not handled at all from spring to fall to minimize losses from heat prostration.

Despite these drawbacks a VS team decided that whole-herd vaccination of infected herds in the Class C area was the best way to bring the stubborn disease problem under control. Working with the Florida Department of Agriculture and Consumer Services, they organized a field task force, headed by project leader David Mitchell. They expanded the brucellosis lab in Sebring and mounted a publicity campaign targeted at owners of large infected herds. The data generated by the project was handled by a specially created microcomputer program, and task force functions were coordinated through a 15-county communications network.

Whole-herd vaccination had been used in individual cases since 1977, but this was the first time it had been attempted over a wide geographic area. It was also the first such task force set up to deal with brucellosis infection.

Veterinarians from the Southeastern Region were brought in for short details to blood-test cattle, remove reactors, and vaccinate the entire herd simultaneously. They

were coordinated by Mitchell, Edgardo Arza, Lawrence Clark, James Hendricks, James Tanner, David Warner, and Larry White. Support members of the task force were Edwina Gardner, Michael Holmes, David Munyan, and Anita Roberts.

Starting in the spring of 1987 and continuing into the following spring, the task force vaccinated 109,849 cattle in 706 herds in the 15-county area. Over 95 percent of the infected herds in the area were vaccinated.

The effect was clear. By the end of Fiscal Year 1989, the 15 counties had only 137 infected herds, a rate of 19.2 per 1,000 herds. The entire state of Florida was upgraded to Class B in June 1989.

Because producers were free to transport their cattle out-of-state, they received an estimated \$4 million more for their cattle than they would have if they had still been Class C. Calf crops have improved.

Not the least important, cattle producers in Florida have increased confidence in the brucellosis program that has been left in place there.

"The results achieved for this task force mark a major turning point for brucellosis in Florida," says Lloyd Konyha, Director of the VS Southeastern Region. "Without these results Florida would never have met the target goals defined by the regulations."

The Department of Agriculture and APHIS recognize the brucellosis task force with an Honor Award for Superior Service in overcoming long-standing obstacles to brucellosis eradication through the unique application of whole-herd vaccination in south Florida. □



USDA/1890 Task Force Summer Employment Committee



The Department's 1890 Summer Hire Taskforce: APHIS Equal Opportunity and Civil Rights Director and Task Force Chair Ann Grandy (center), committee members Korona Prince of ARS and Fred Cooper of USDA's Office of Personnel. Photo by Laura Smith.

In 1988 the U.S. Department of Agriculture established a new goal: To reflect the changing nature of the national workforce, as described by the Office of Personnel Management (OPM) study "Workforce 2000," USDA would actively recruit minority graduates for its own workforce.

USDA wanted to identify, attract, and keep well-qualified minority men and women who were interested in careers in agriculture. But, increasingly, on campuses everywhere, the "best and brightest" were going into business or non-agricultural professions. In addition, many forums of public opinion held working for the government in low esteem. How could USDA compete for top-notch graduates in this context?

USDA and the 1890 Land Grant Institutions and Tuskegee University responded to these concerns with a variety of programs designed to attract black students into agricultural careers. The joint USDA/1890 Task Force was established in 1988 to improve communications

between the two groups. The Task Force set up, among many initiatives, the Department-level Summer Employment Committee, chaired by APHIS' Equal Opportunity and Civil Rights Director Ann Grandy.

The committee developed and implemented the 1890 Summer Hire Program, which filled 330 positions in 17 USDA agencies in 1989. Grandy worked with committee members Korona Prince of ARS and Fred Cooper of USDA's Office of Personnel to design the program and identify contact persons at each USDA agency and 1890 institution to channel information.

They distributed listings of job opportunities and worked with contacts and students to ensure placements that would interest students and provide the most help for agencies. OPM gave the committee permission to use a special hiring authority to hire large numbers of students after the usual closing dates for summer programs.

The first year's students were personally welcomed by the Secretary of Agriculture during an orien-

tation planned especially for them. The committee also organized an orientation tour and luncheon on Capitol Hill, where the students met Congressional staff members to discuss careers in Federal service and politics.

"USDA's first Departmental Summer Intern Program was one of the most successful parts of our first year working with the 1890 schools," according to F. Dale Robertson, Chief of the Forest Service and chair of the USDA/1890 Task Force. "And its success is due to the efficiency and effectiveness of the USDA Summer Employment Committee. They worked diligently, and their efforts exceeded the expectations of the Task Force."

The Department of Agriculture and APHIS honor the members of this group with the Superior Service award for establishing the first Department-wide Summer Intern Program and employing 330 students, thereby enhancing relationships with the 1890 Land Grant Institutions and Tuskegee University. □

Summer Interns for 1990 from the 1890 Universities

About 53 students from the 1890 Land Grant Colleges and Tuskegee University will be working at various APHIS locations this summer under the aus-

pices of USDA's 1890 Summer Intern Program, according to Carolyn Gethers of the Career Systems and Recruitment staff, R&D.

Students Locations

Veterinary Services

Dale C. Cotton, Prairie View A&M	Animal Health Aide, Mission, TX
Franklin Rhodes, Prairie View A&M	Animal Health Aide, Mission, TX
Aida Boghossian, Tuskegee	Vet. Trainee, Hyattsville, MD
Denise Hall, Tuskegee	Vet. Trainee, Juncos, PR
Pedro Olivencia, Tuskegee	Vet. Trainee, Arecibo, PR
Molette Richardson, Tuskegee	Vet. Trainee, San Juan, PR
Shelby Britton, Kentucky State	Animal Health Aide, Sebring, FL
Jennifer Young, Alcorn State	Data Transcriber, Gainesville, FL
Stevie Harris, Alcorn State	Animal Health Technician, Hope Mills, NC

Plant Protection and Quarantine

Darryl Moore, Delaware State	PPQ Aide, Dover, DE
Cherise Lamb, Virginia State	PPQ Aide, JFK Airport, NY
Elroy Herman, Fort Valley State	PPQ Aide, JFK Airport, NY
Shkrumiah Barco, Norfolk State	PPQ Aide, JFK Airport, NY
Michael Morris, NC Central	PPQ Aide, JFK Airport, NY
Cassius Cash, Arkansas, Pine-Bluff	PPQ Aide, Tampa, FL
Marvin Mitchell, Tennessee State	Computer Clerk, Gulfport, MS
Rita Brown, Florida A&M	PPQ Aide, Miami, FL
Henderson Pittman, Alcorn State	PPQ Aide, Gulfport, MS
Donna William, Arkansas, Pine-Bluff	PPQ Aide, Greenville, MS

Animal Damage Control

Gerald William, Grambling State	Bio-Technician (Coop Program)
Lynden Huggins, Grambling State	Bio-Technician (Coop Program)

Legislative and Public Affairs

Alicia L. Ford, Southern Univ.	Public Affairs Assistant, Hyattsville, MD
--------------------------------	---

Biotechnology, Biologics, and Environmental Protection

Tracey Ambeau, Southern Univ.	Regulatory Assistant, Hyattsville, MD
Pamela Verrett, Southern Univ.	Technical Information Assistant, Hyattsville, MD
Carl B. Carter, Virginia State	Computer Assistant, Ames, IA
Victor Williams, Howard Univ.	Environmental Specialist, Hyattsville, MD

Policy and Program Development

Pamela Francis, Prairie View A&M	Project Aide, Hyattsville, MD
----------------------------------	-------------------------------

Students Locations

Science and Technology

Yvonne Luster, Florida A&M	Physical Science Aide, Gulfport, MS
William Sloan, Univ. of Mississippi	Physical Science Aide, Gulfport, MS
Steven Robert, Jefferson Davis, Jr., College	Lab Assistant, Gulfport, MS

Regulatory Enforcement and Animal Care

Trudy Ware, Prairie View A&M	Animal Health Aide, Hyattsville, MD
George Perkins, Fort Valley State	Animal Health Aide, Hyattsville, MD

International Services

Thomas Lopez, Tuskegee	Program Specialist, Hyattsville, MD
------------------------	-------------------------------------

Management and Budget

Wayne R. Felton, Tuskegee	Admin. Assistant, Hyattsville, MD
Natasha A. Duff, Tuskegee	Admin. Assistant, Hyattsville, MD
Michael Stallings, Tuskegee	Admin. Assistant, Hyattsville, MD
Cynthia Lightner, Tuskegee	Management Clerk, Washington, DC
Christopher Sikes, Tuskegee	Washington, DC
William Mitchell, Tuskegee	Admin. Assistant, Minneapolis, MN
Dena R. Richardson, Tuskegee	Admin. Assistant, Minneapolis, MN
Sabrina Hill, Tuskegee	Personnel Clerk, Hyattsville, MD
Craig Dowdell, Tuskegee	Admin. Assistant, Washington, DC
Michael C. Landrum, Tuskegee	Engineering Technician, Washington, DC
Michelle Charcon, New Mexico Highlands	Admin. Assistant, Hyattsville, MD
Jeffrey Hunt, Tuskegee	Hyattsville, MD
Tamara Wells, Tuskegee	Hyattsville, MD
Carol Pitts, Tuskegee	Hyattsville, MD
Yolanda McMillion, Tuskegee	Hyattsville, MD
Kassandra Smiley, Tuskegee	Budget Assistant, Hyattsville, MD
Vincent Martin, Tuskegee	Computer Assistant, Hyattsville, MD
Djuana Motley, Tuskegee	Computer Assistant, Hyattsville, MD
Kim Adjerson, Univ. MD-Eastern Shore	Admin. Assistant, Hyattsville, MD



The El Paso Management Team

The Rio Grande River in west Texas is shallow and easy to cross, with dams upstream keeping the water level low. The city of El Paso is located on the river, an enticing urban center with a potential market of 800,000 people.

Just across the river is Juarez, Mexico, with a million residents. Because of its size, it receives more agricultural produce from interior Mexico than any other Mexican border town.

PPQ officials found that large quantities of agricultural contraband were being smuggled across the Mexican border to be sold in El Paso at open-air markets and bus stops, on street corners, and door-to-door.

The U.S. Border Patrol first noticed the increase in contraband

while they were apprehending illegal immigrants. Increasingly, they found smugglers in possession of prohibited fruits and vegetables, meat products, cut flowers, potted plants, and live birds.

El Paso Officer in Charge John Vigil worked cooperatively with the Border Patrol but soon realized that the amount of contraband they were picking up through their normal duties was only a rough approximation of the true volume. In response, Vigil and his management team devised a series of "sting" operations to determine the quantity of illegal produce being brought in.

Teaming up with Border Patrol agents in four two-week periods during the spring and summer of 1989, Vigil, Assistant Officer in

Charge Phillip Garcia, and PPQ Supervisory Officers Nick Silva, Charles Parker, Ysabel Medrano, and Bernardo Olivas monitored the 20-mile stretch of river border. Because vegetative cover is sparse in that locale, smugglers with their crates or plastic bags were easy to spot. Teams also checked neighborhoods and market areas.

The teams intercepted a total of 56,397 pounds of fruit and vegetables during those eight weeks. With additional seizures the total accumulation during FY 1989 was 170,670 pounds of produce and 111 live birds.

Items most frequently intercepted were mangoes, limes, avocados, and guavas. Miscellaneous items were pears, oranges, quince, *(continued on page 13)*



El Paso "Sting" (above and clockwise): PPQ Officer Sharon Sotelo with contraband taken from illegal aliens crossing the Rio Grande to sell produce; Supervisory PPQ Officers Ysabel Medrano and Bernardo Olivas as "spotters" on overpass, looking down toward the river, ready to radio to Border Patrol about presence of illegal aliens with contraband; Supervisory PPQ Officers Nick Silva and Olivas stopping illegal aliens with contraband in neighborhood about six blocks from the Rio Grande. Photos by John Vigil.

Oregon Gypsy Moth Eradication Program

The "classic Oregon" country of Lane and Douglas Counties has what people move to Oregon for—the mountains of the Cascade range, the Willamette River valley, remote forests and lakes for industry and tourism, some agriculture, even an "urban area" around Eugene, with the University of Oregon. The delicate ecosystems in the area are home to sensitive wildlife, including the bald eagle.

Enter the gypsy moth into this idyllic situation, with its reputation for spreading devastation fast and far. The gypsy moth was detected in 1983; in 1984, 18,853 adults were trapped within 1200 square miles, the largest infestation west of the Rocky Mountains.

A complex network of personnel from APHIS, the Forest Service, the Bureau of Land Management (BLM), and the Oregon Departments of Agriculture and Forestry went to work to set up the Oregon Gypsy Moth Eradication Program. They placed a quarantine on 1350 square miles, an area producing an annual \$815 million in forest products, nursery stock, and Christmas trees.

The quarantine kept the gypsy moth from spreading, but it did not get rid of the infestation. However, concern for the environment limited the choice of control methods available for the project.

El Paso from page 12

bananas, kumquats, sugarcane, coconut, cactus fruit, tomatillo, nopale, cajeta, jicamas, chile, honey, cilantro, peanuts, onions, cantaloupe, cheese, plus others.

The stings stopped the movement of hundreds of Mexican fruit fly larvae, as well as numerous other pests, including a new pest of avocado previously unknown in North America.

The project was successful at clarifying the magnitude of the contraband problem. And it led to the next necessary step—increasing the American public's awareness of the problem and its role in the solution.

"We've had a lot of good publicity because of this," Vigil says. "And



Helicopter spraying Bacillus thuringiensis in Lane County, Oregon. Photo courtesy of the Oregon Department of Agriculture.

Eradication program officials wanted to use the safest biocontrol method available—a bacteria called *Bacillus thuringiensis*, better known as Bt. Scientists consider Bt safe because it works exclusively on the caterpillar stage of certain insects. It has no effect on humans, other animals, or plants.

people are getting involved. They're calling in, reporting suspicious smuggling-type activity. It has given us the support we need to make a difference."

"We now realize the immensity of the smuggling activity and the associated pest risks," said Joseph Davidson, Assistant Director with PPQ South Central Region. "We are looking at ways to reduce the problem in El Paso and prevent it from spreading to other areas of the country."

APHIS recognizes the El Paso management team with an Honor Award for its superior efforts in combating the smuggling problem with this distinctive solution. □

Program personnel were sure that Bt was effective against gypsy moth, but they had never used it in an area as large as the Oregon infestation. It would require heavy aerial spraying over mountainous terrain.

An aggressive team was put together to work on the pioneering effort. Headed by Bill Wright, Administrator of Plant Division, Oregon Department of Agriculture, it included APHIS members Gary Smith, Portland Officer-in-Charge; David Keim, Spokane, Wash., Officer-in-Charge; Charles Schwalbe, Director of the Otis Methods Development Center in Massachusetts; and Darrell Spiesschaert, District Forester with the Oregon Department of Forestry.

Because of the terrain, the team used helicopters, and they added a special treatment nozzle to give extremely even distribution of the spray. They coordinated 150 personnel over four seasons of spraying.

After just one year of treatment, counts of gypsy moth plunged to 1,403 in 1985; counts were at 109 in 1986. Because only three gypsy moths were trapped in 1988 and 1989, the eradication program has been declared a success. The quarantine has been lifted, and the Oregon forest industry is free to move its products without threat to other business and tourism in the western U.S. and Canada.

"The success of the program," said then-Western Region Director Glen Lee, "can be directly attributed to the careful planning of these project leaders. They had to make precise applications of the biocontrol agent, and it had to be done over an area larger than any ever attempted before. By using Bt rather than hard chemicals on such a major infestation, they have established an industry standard."

The Department of Agriculture and APHIS recognize with an Honor Award the superior service of these APHIS employees, as well as members of the Forest Service, the BLM, and employees of Oregon's Departments of Agriculture and Forestry. □



Keeping the Light Shining Brightly



EEO Award recipients Alvin Ray Lowry, Kathleen Fagerstone, and Marjorie Bolden.

Although EEO is the responsibility of all employees, certain people stand out in their efforts to bring principles of justice and equality into the workplace. This year's Equal Employment Opportunity awards go to three such employees, who have each provided immeasurable personal effort to create special accomplishments that benefit everyone in APHIS.

Alvin Ray Lowry

If you have been in the rural reaches of the Carolinas or Florida anytime since 1965, you might have seen Alvin Ray Lowry at work, recruiting for the PPQ Southeastern Region. He was the one going from county to county, job fair to career day, radio station to civic club, telling APHIS' story and personally looking for qualified minority candidates for APHIS to employ.

In 1975 Lowry was awarded a certificate of merit for the employment of 75-percent minorities in his work unit and other areas. During the 1980's he served as the Region's Native American Program Manager (NAPM) and member of the EEO Advisory Committee.

And these were "extra" duties. Lowry's primary job is Assistant

Officer in Charge in Lumberton, NC, a location central to APHIS' witchweed program.

Over the years Lowry has given lectures and slide presentations to civic groups, farm organizations, high schools, and colleges and universities. He has worked booths for county fairs, carried the message on radio and television shows, and written items for use by local newspapers.

He has used the Cooperative Education Program to recruit Native American and other minority employees for APHIS.

Through his conscientious attention at his own location, Lowry has had no EEO complaint or grievance filed during his tenure. He has established an Upward Mobility position in the work unit. He has played a part in awarding contracts for the witchweed program to minority and small business contractors.

Lowry is a remarkable role model as employee, supervisor, and citizen. He is recognized for his superior accomplishments in promoting EEO within the Southeastern Region and throughout APHIS.

Kathleen Fagerstone

Fagerstone also serves as a role model—for women scientists in APHIS. A Research Wildlife Biologist with the Denver Wildlife Research Center and Chief of the Chemical Development and Registration Section, Fagerstone has personally encountered the difficulties and frustrations that women, minorities, and the handicapped often experience.

When ADC became a part of APHIS, Fagerstone served on the committee that established a national EEO program for the new program area. As acting chair of the committee, Fagerstone guided the group through the process of identifying barriers to equal employment opportunities within ADC, identifying corrective actions, and assigning responsibility for each item.

Also as committee chair, Fagerstone was largely responsible for putting together ADC's multi-year Affirmative Employment Program Plan for Minorities and Women, as well as the Handicapped and Disabled Veterans Affirmative Action Plan. All of these efforts required a high degree of coordination and long-range communication, because the national committee was geographically widespread.

At the DWRC Fagerstone helped to arrange a Cooperative Education Program with Grambling University and has identified positions with potential as Upward Mobility positions. She has also worked on recruitment and hiring efforts with universities to alert qualified minority students about vacancies at DWRC.

As a supervisor Fagerstone gathers input from staff members and provides opportunities for career training. She is highly motivated and productive and engenders the same qualities in her employees.

Fagerstone is recognized for her EEO accomplishments through her leadership efforts on the national ADC committee; through her personal efforts at the DWRC; and as a role model and example to her colleagues and peers both previously, with ADC, and now, with the new S&T organization.

Marjorie Bolden

Last summer college students working in the Washington, D.C., metropolitan area through the 1890 Summer Intern program got an exposure to APHIS that was beyond their wildest reckonings. They were the recipients of the efforts of Marjorie Bolden, who dedicated her personal energies to making their stay with APHIS the best work experience possible.

Bolden, who is chief of the Management Control and Investigations Branch, Resource Management Systems and Evaluation Staff, M&B, was the 1989 Coordinator of M&B's Historically Black Colleges and Universities (HBCU) Summer Intern program. Bolden was determined that the M&B Summer Intern students would work in their area of study and develop their analytical and writing skills through on-the-job duties.

The 22 students from Tuskegee University worked on M&B projects. They were assigned mentors who consulted with the students daily. They wrote project reports, with

recommendations, that were reviewed by APHIS management and the University's School of Business—a concept that has since been adopted by all APHIS program areas and many other USDA agencies.

Bolden also created a week-long seminar to help the students further develop their analytical, writing, and organizational analysis skills. Various APHIS officials addressed the group.

Bolden found the students housing on the University of Maryland campus, with shuttle service to nearby Hyattsville offices. Most of the students also found part-time employment to help with tuition and other school expenses.

Because the students were together, Bolden organized social activities that allowed them to interact with each other and APHIS employees.

One of the Summer Intern students from last year is now a full-time accountant with APHIS at the

FSO, and 10 more are returning this year as interns or co-op students.

Bolden's own employees also benefit from her EEO efforts. She has encouraged them to continue their education and develop their abilities. With this encouragement one of her employees has finished a law degree and another is finishing a bachelor's degree. Her staff has been cross-trained in minor misconduct investigations, management control reviews, and foreign reviews.

Bolden has been active in the Blacks in Government program over the years. She has also served on APHIS taskforces aimed at improving the agency's Affirmative Action Plans.

Bolden is commended for her exceptional and innovative contributions to the HBCU recruitment program and in encouraging equal opportunity in a representative, well-trained, highly-motivated workforce. □

Krotona Bray from page 6

On her own initiative and without formal training, Bray has become proficient at word processing, spreadsheet, timekeeping, and communications software. She has created a tracking system for procurement and a filing system that is used as a model for other work units in the area.

The PPQ South Central Region regularly calls on Bray for expertise when help or training is needed. She serves on the Regional Emergency Response Team and has worked on past emergency eradication campaigns against Medfly in California.

Bray has taken responsibility for El Paso's participation in the "Stay-in-School" program. She has worked with the local school system to locate students who for financial reasons would have to discontinue their education, and she has trained and developed three of them during the last three years.

"Her long-term exposure to APHIS programs is invaluable," Vigil comments about Bray's long tenure with the agency. "I can ask her about a program that we were working 10 or 15 years ago, and she remembers. She'll go straight to the files for information."

Bray has won three awards for sustained superior performance since 1983. "She has taught everyone she has worked with what hard

work means," Vigil says, "and she has set an example of what it is to be a government employee. She has always given much more than her eight hours' worth to the job. In fact, she's always the first one in the office each morning and the last one to leave at night.

"All of her fellow employees know that Krotona Bray will be on duty, at her assigned station, when she is needed," Vigil says. "Indispensable is the most accurate word to describe her." □

Retirements

This list includes the names of APHIS employees who have retired since October 1989.

Policy and Program Development

Arnett Matchett, Veterinary Medical Officer, Hyattsville, MD

Legislative & Public Affairs

Joan Waigand, Program Specialist, Hyattsville, MD

Management & Budget

Andrea Herbert, Personnel Staffing Specialist, Washington, DC

Richard Taylor, Mail Clerk, Washington, DC

Science & Technology

Peter Mikiciuk, Biological Lab Technician, Microbiology, Orient Point, NY

John Pemberton, Supervisory Chemist, Ames, IA

Billie Blackburn, Supervisory VMO, Ames, IA

Esmeralda Baptiste, Chemist, Gulfport, MS

Susan McPherson, Biological Lab Technician, Microbiology, Ames, IA

Robert Mote, Biologist, Ames, IA

Esther Shaw, Biological Lab Technician, Microbiology, Ames, IA

Florence Powe, Editorial Assistant, Lakewood, CO

John Love, Biological Lab Technician, Microbiology, Ames, IA

Barbara Murphy, Physical Science Technician, Gulfport, MS

International Services

Fernando Rodriguez, PPQ Officer, Brownsville, TX

William Sudlow, Entomologist, Hyattsville, MD

Jack Reynolds, Supervisory Regional Director, The Hague, Netherlands

Erasmus Cano, Supervisory Biological Technician, Insects,

Tuxtla Gutierrez, Mexico

Angel Soto, Auditor, Tuxtla Gutierrez, Mexico

Carlos Jimenez, Supervisory General Engineer, Tuxtla Gutierrez, Mexico

Plant Protection & Quarantine

Kathleen Chronis, Secretary, Typing, Eagle Pass, TX

Arthur Potter, PPQ Officer, Bangor, ME

George Johnson, Jr., Supervisory PPQ Officer, Hartford, CT

Gonzalo Aran, Supervisory PPQ Officer, San Juan, PR

Mary Manigault, Administrative Officer, Moorestown, NJ

W. McLellan, PPQ Officer, New Orleans, LA

Carrie Browning, Support Services Technician, Moorestown, NJ

John Mills, Supervisory PPQ Officer, Nogales, AZ

Virginia Harry, Secretary, Typing, Philadelphia, PA

Charles Jackson, Agriculturalist, Hyattsville, MD

Harry Osteen, Associate Regional Director, Gulfport, MS

Benjamin White, PPQ Officer, Bennettsville, SC

Virgil Britt, Jr., PPQ Officer, Pembroke, NC

William Floyd, PPQ Technician, Conway, SC

Joseph Squires, Jr., Supervisory PPQ Officer, Florence, SC

Kenneth Parkinson, PPQ Officer, Hapeville, GA

Linda Eisenbart, Secretary, Typing, Phoenix, AZ

Joseph Ferguson, Supervisory PPQ Officer, Los Angeles, CA

Francis Madinger, Supervisory PPQ Officer, Honolulu, HI

Vera Montgomery, Biological Technician, Insects, Niles, MI

Cornelius Lewis, PPQ Officer, Raleigh, NC

Richard Racine, PPQ Officer, Tampa, FL

Bobby Edmondson, PPQ Officer, Charleston, SC

William Helms, Deputy Administrator, PPQ, Washington, DC

Robert Johnson, Supervisory PPQ Officer, Atlanta, GA

Curtis Johnson, PPQ Officer, West Palm Beach, FL

Bernard Granberry, Director, SE Region, Gulfport, MS

Thad Pigott, Supervisory PPQ Officer, Gulfport, MS

James Gregory, PPQ Officer, Tupelo, MS

Roger Lyle Jr, PPQ Officer, Miami, FL

Fred Prentice, Jr., PPQ Officer, Little Rock, AR

Dorothy Zimmerman, Personnel Assistant, Gulfport, MS

Louis Sandoz, PPQ Officer, Natchitoches, LA

Forrest Smith, PPQ Officer, Las Cruces, NM

Santiago Ortiz, PPQ Aid, Harlingen, TX

William Allen, PPQ Officer, Beltsville, MD

Garnet Burgess, Supervisory PPQ Officer, Brownsville, TX

William Stagner, Associate Regional Director, Brownsville, TX

Clara Petitta, Purchasing Agent, Mission, TX

Victorino Ramos, Motor Vehicle Operator, Mission, TX

Hulen McKinney, PPQ Officer, Seattle, WA

Harry Wheat, Insect Production Worker, Leader, Phoenix, AZ

Robert Larson, PPQ Officer, Manchester, IA

Bobby Lott, PPQ Technician, Blenheim, SC

Stanley Downing, Supervisory PPQ Officer, Los Angeles, CA

Franklin Olson, Supv PPQ Officer, San Diego, CA

Charles Overmiller, Supv PPQ Officer, Dover AFB, DE

Victor Blackburn, Entomologist, Beltsville, MD

Robert Steffen, Insect Production Worker, Phoenix, AZ

Walter Fredlund, PPQ Technician, Anchorage, AK

Keith Swim, PPQ Officer, San Francisco, CA

Wilford Rowan, PPQ Officer, West Palm Beach, FL

Henry Taguma, PPQ Officer, Honolulu, HI

John Wuotila, PPQ Officer, Duluth, MN

Roy Cole, Agriculturalist, Hyattsville, MD

Veterinary Services

Bruce Dickinson, Veterinary Medical Officer, Saratoga Springs, NY

John Maroney, Animal Health Technician, Bowling Green, KY

Darrell Roney, Veterinary Medical Officer, San Juan, PR

Jacobus De Bel, Animal Caretaker, Leader, Miami, FL

Peter Christ, Jr., Animal Health Technician, Morgantown, PA

Donald Miller, Animal Health Technician, Chickasha, OK

Charles Stewart, Animal Health Technician, Indiana, PA

Charles Mills, Animal Health Technician, Sebring, FL

Donald Sirk, Administrative Officer, Little Rock, AR

Richard Reese, Supervisory VMO, Columbia, SC

Thornal O'Quinn, Jr., Veterinary Medical Officer, Jackson, MS

Wade Ritchie, Jr., Microbiologist, Hyattsville, MD

Harry Jordan, Veterinary Medical Officer, Timmonsville, SC

Madge Strickland, Administrative Officer, Columbia, SC

William Faulkner, Veterinary Medical Officer, Rome, GA

John Bullard, Animal Health Technician, Claypool, IN

George Pierson, Director, Western Region, Englewood, CO

Greydon Hicks, Animal Health Technician, Clovis, CA

Robert Schmoll, Animal Health Technician, Clintonville, WI

George Williamson, Animal Health Technician, Water Valley, MS

Keith Myers, Animal Health Technician, Gallatin, TN

Robert Jordan, Veterinary Medical Officer, Henderson, TN

Robbie Jennings, Clerk, Steno, Nashville, TN

Saul Wilson, Jr., Director, Operational Support, Hyattsville, MD

Joseph Tipton, Veterinary Medical Officer, Florence, AL

Edward Miller, Animal Health Technician, Winona, MS

Fay Collins, Secretary, Typing, Baton Rouge, LA

Jack Grantham, Animal Health Technician, Overt, MS
 Daryle Whitfield, Veterinary Medical Officer, Hattiesburg, MS
 Albert Ladner, Animal Health Technician, Poplarville, MS
 Luther Owens, Animal Health Technician, Duck Hill, MS
 James Huff, Veterinary Medical Officer, McCrory, AR
 William Isgrig, Jr., Animal Health Technician, Little Rock, AR
 Alpha Horn, Budget Assistant, Oklahoma City, OK
 Alfred Bradley, Veterinary Medical Officer, Cheyenne, WY
 Walter Jones, Animal Health Technician, Jefferson City, Mo
 Robert Streit, Animal Health Technician, San Antonio, TX
 Guadalupe Lanfranco, Biological Technician, Mission, TX
 Norman Wagner, Animal Health Technician, Mission, TX
 Kenneth McEnroe, Supervisory VMO, Oklahoma City, OK
 Robert Page, Veterinary Medical Officer, Alexandria, MN
 L. Redder, Veterinary Medical Officer, Fort Collins, CO
 Robert Sigrid, Veterinary Medical Officer, Cedar City, UT
 T. Storey, Export Document Examiner, Des Moines, IA
 Marie Stuber, Supply Clerk, Typing, Des Moines, IA
 William Olson, Supervisory VMO, Topeka, KS
 Robert Geyer, Supervisory VMO, Frankfort, KY
 Raymond Troendle, Animal Health Technician, Lansing, IA
 Raymond Albrecht, Animal Health Technician, Bismarck, ND
 Thomas Goodhope, Animal Health Technician, San Bernardino, CA
 Elden Odegard, Animal Health Technician, Rapid City, SD
 Charles Spidle, Veterinary Medical Officer, Sioux Falls, SD
 Dale Gigstad, Veterinary Medical Officer, Hyattsville, MD
 Russell Jenkins, Jr., Animal Health Technician, Oklahoma City, OK
 George Orrell, Veterinary Medical Officer, Phoenix, AZ
 Arthur Bement, Supervisory VMO, Austin, TX
 Phillip Hinze, Supervisory VMO, Cheyenne, WY
 Lawrence Thompson, Veterinary Medical Officer, Baker, OR
 William Prichard, Supervisory VMO, Salem, OR
 Ralph Hosker, Veterinary Medical Officer, Hyattsville, MD
 Helen Ray, Administrative Officer, Sacramento, CA
 Jose Pitre, Animal Health Technician, Carolina, PR
 James Converse, Veterinary Medical Officer, Ormond Beach, FL
 Dexter Philson, Supervisory VMO, Tampa, FL
 Fred Kalberg, Animal Health Technician, Willcox, AZ

Regulatory Enforcement & Animal Care

John Ringgenberg, Veterinary Medical Officer, Peru, IA
 Walter Waddell, Investigator, Lincoln, NE
 William McKinster, Investigator, Boise, ID

Animal Damage Control

Donald Gnegy, Wildlife Biologist, Blackburg, VA
 Richard Winters, Wildlife Biologist, Gen, Hyattsville, MD
 Goodrich, Clarence, Payroll Clerk, Typing, San Antonio, TX
 Ernest Giese, Jr., Supervisory Wildlife Biologist, Portland, OR
 Dale Wade, Wildlife Biologist, Washington, DC
 Lyle Stemmerman, Wildlife Biologist, Kansas City, MO
 Herman McCarty, Biological Technician, Wildlife, Hayden, CO
 Ronald Ogden, Wildlife Biologist, Springfield, IL
 Feliberto Ulibarri, Biological Technician, Wildlife, Albuquerque, NM
 Darrell Gretz, Supervisory Wildlife Biologist, Lakewood, CO
 Franklin Shepherd, Biological Technician, Wildlife, Scotts Mills, OR
 Donald Simms, Biological Technician, Wildlife, Ahwahnee, CA
 Gilbert Marrujo, Supervisory Wildlife Biologist, Reno, NV
 Earl Jones, Biological Technician, Wildlife, Los Lunas, NM
 Joe Barrett, Biological Technician, Wildlife, Tehachapi, CA

Deaths

This list includes the names of APHIS employees who have died since October 1989. Retirees are not listed.

Management & Budget

Rosemary Deis, Secretary, Typing, Hyattsville, MD

Science & Technology

Wilfred Rivera, Custodial Worker, Hoboken, NJ
 Joseph Hawthorne, Sr., Supervisory Chemist, Gulfport, MS
 Dennis Coughenour, Animal Caretaker, Ames, IA
 David Hirata, Biological Technician, Wildlife, Hilo, HI

Plant Protection & Quarantine

Wallace Waltman, PPQ Officer, Fairmont, NC
 Billy Kesler, PPQ Officer, Washington Court House, OH
 Allan Eichenbaum, PPQ Officer, Fort Lauderdale, FL
 Robert Townsend, Agriculturalist, Hyattsville, MD
 Rogelio Ramirez, Biological Aid, Mission, TX
 Ronald Lehnerz, PPQ Aid, Alamosa, CO
 Lewis Lefler, Facilities Management Officer, Mission, TX
 Alvin Awong, Sr., PPQ Aid, Honolulu, HI
 Edward Chinen, PPQ Aid, Honolulu, HI

Veterinary Services

Robert Morrison, Budget Assistant, Waltham, MA
 Eugene Coletti, Animal Health Aid, New York-Bronx, NY
 Thelma Njaka, Veterinary Medical Officer, Charleston, WY
 Galen Krill, Supervisory VMO, Key West, FL
 Hobart Sibley, Veterinary Medical Officer, Laredo, TX
 Walter Bush, Veterinary Medical Officer, Nacogdoches, TX
 Francisco Baeza, Animal Health Technician, Presidio, TX

Animal Damage Control

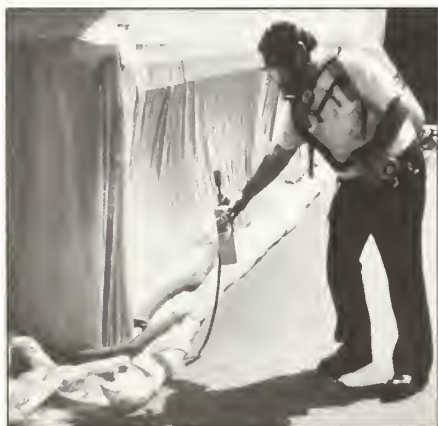
Ulysses Wallace, Wildlife Biologist, Prairie View, TX

Making Safety Happen in APHIS



The Moonsuit: Biological Lab Technician Bea Graham uses gloves and disposable sleeves, jumpsuit, and shoes to handle killed virus under a biological safety hood in her Sterility/Extraneous Agents Section of the Biologics Bacteriology Lab at NVSL in Ames. Photo by Laura Smith.

When NVSL Biological Lab Technician Sue Whitaker tests the potency of live anthrax vaccine, she stands in front of the glass barrier of a biological safety hood that recycles spore-laden air through filters. Her gloved hands work within a six-inch clearance of the glass barrier at table level.



PPQ Officer Douglas Wong of the Oakland location wears self-contained breathing apparatus while subjecting cargo to tarpaulin fumigation. He holds a halide detector to check for leaks. Photo courtesy Doug Wong.

At the National Monitoring and Residue Analysis Lab in Gulfport, Miss., Physical Science Aide Debora Brown tests the purity of malathion samples sent from the field. She wears a disposable protective jumpsuit made of chemical-resistant fabric and booties over her shoes; she puts on gloves and a face mask while she weighs and dilutes the samples under a fume hood.

Why are these APHIS employees going to so much trouble? It is part of APHIS' efforts to protect the health and safety of its employees.

"More and more, employers are taking an interest in employees and their concerns—in child care, financial counseling, wellness, flexible working hours, to name a few," said Bob Buchanan, M&B Deputy Administrator and APHIS' Designated Agency Safety and Health Official (DASHO).

"This is going on concurrently with society's increasing intolerance of abuses and potential abuses of the environment," he said, speaking at APHIS' National Safety and Health Conference in San Antonio in May. "APHIS has to continually evaluate its performance in these areas."

Getting Involved in Safety

The San Antonio conference brought together members of APHIS' diverse safety and health community—Collateral Duty Safety and Health Officers; members of the national, regional, laboratory, and headquarters safety and health councils; and staffers from M&B's Safety, Health and Environmental Section (SHES), Administrative Services Division.

"The safety program is organized to encourage councils that represent program areas to get involved and make safety happen in APHIS," said Don Miller, SHES' Section Head and Executive Secretary for the National APHIS Safety and Health Council. "Most employees who serve on the councils have volunteered and want to be involved."

"Council representatives are contact persons," said Tom Bunn, newly elected Chairperson of the National Council. "Employees should bring their concerns, ideas,

and suggestions to us. The Council serves as a forum where they can be addressed." Collateral Duty Safety and Health Officers (listed separately) are also contact points for employees who want input into APHIS' safety program.

National Council members include DASHO Buchanan, Bunn, and Miller, as well as Walter Christensen, REAC, Ft. Worth, TX; Elliott Crooks, Headquarters, Hyattsville; Charollette Henry, PPQ, Frankfort, IN; Eric Hoffman, IS, Hyattsville; Tom Hutchinson, ADC, Lakewood, CO; Dorothy Ladner, S&T, Gulfport, MS; and Gerard Russo, PPQ, Miami, FL.

Everyone's Concern

"Safety, health, and wellness issues are diverse and affect everyone. Miller said, "The safety concerns of a veterinarian in the Western Region are different from those of a PPQ Officer in the Northeast—or even a chemist at NVSL."

"But any or all may need to be monitored for exposures to pesticides and diseases through APHIS' Occupational Medical Monitoring Program. All three may drive on the job. And every APHIS employee is affected by workers' compensation regulations. Safety issues come up over and over in every employee's situation."

"The regional councils can help employees deal with safety and health issues locally," said Ladner, outgoing Chairperson of the National APHIS Safety and Health Council, "but a national conference like this one demonstrates that people have these interests in common, that they are not alone."

"The way people feel about the issues of safety can be very individualistic," Miller said. "But we're faced with an avalanche of requirements from a number of regulatory agencies—the Environmental Protection Agency (EPA), the Occupational Safety and Health Administration (OSHA), and the Office of Workers' Compensation Programs (OWCP). And USDA has departmental concerns."

"Ignoring these requirements can cause a lot of problems. APHIS cannot afford to disregard them."

Hazardous Materials Cleanup

One of the "expensive" safety issues is the clean-up and safe disposal of hazardous materials. Materials with hazardous side properties—for example, flammable liquids, corrosive materials, toxins—are common. They may be found in old, sometimes forgotten storage locations. EPA and other authorities have extensive regulations on how they are to be discarded to prevent damage to human health or to the environment.

"We've gotten a good response from APHIS managers on the hazardous waste clean-up project," according to Larry Macken, Industrial Hygienist with SHES. "Many of the programs and facilities don't have the funding to comply with strict disposal requirements. Fortunately, funding is available from other sources, provided individuals acknowledge that problems may exist and request assistance."

According to Macken, USDA has provided non-program money for remedial environmental activities, including "the abatement of the hazards presented by chemical wastes."



Not all safety features have to be sophisticated: At the Pocatello Supply Depot ADC employees work in potentially explosive circumstances to produce pyrotechnic devices. Safety features include fume hoods, fans, masks, gloves, and cloth aprons. Photo by Larry Macken.

"But the most cost-effective way of handling hazardous materials is not to buy them at all if they're not necessary," Macken said. "It's surprising how much of the excess hazardous waste APHIS now contends with was bought as end-of-year second thoughts."

"The clean-up process, which includes containment and transportation to a treatment, storage, or disposal facility, is three to ten times more expensive than the original cost of the material," he said. "For example, ethyl ether can be purchased at \$22 per liter, but in our last disposal we paid \$50 per pound to get rid of it. The cost can be ten times as high as the purchase price for cylinders of pressurized gas."

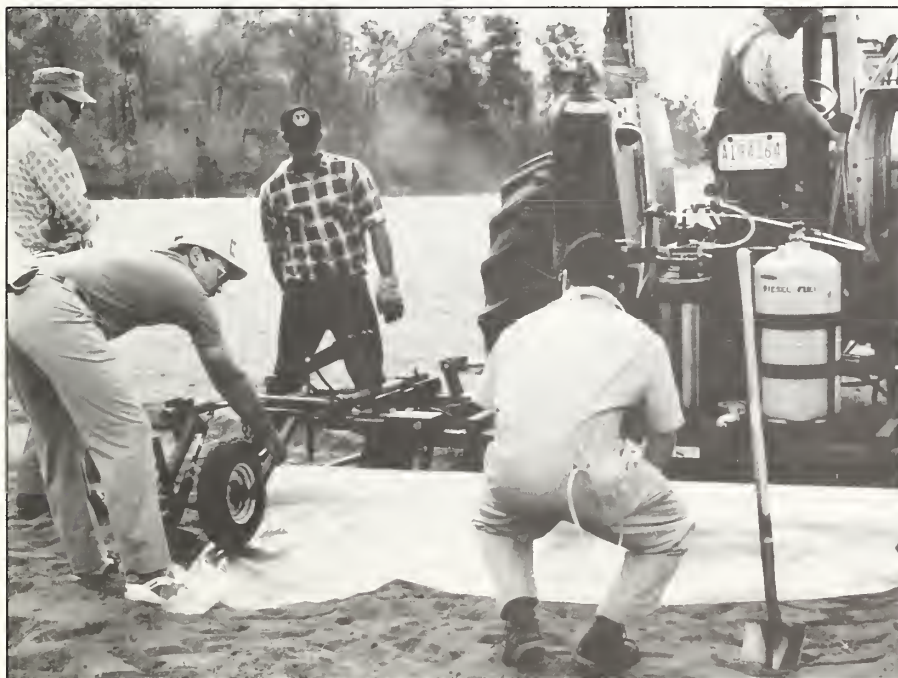
"We would like managers to budget for disposal in the cost of acquiring these hazardous materials," Macken said. "It has to be viewed as the normal cost of doing business in today's regulatory environment. Any hazardous material is a potential liability."

Making Progress with Claims

A yearly price tag of \$2 million-plus makes worker's compensation another expensive item that APHIS cannot afford to ignore.

In FY 1989 APHIS paid out \$2,144,310 in workers' compensation from a total of 549 injury/illness claims. The number of new

(continued on page 20)



APHIS employees in North Carolina wear personal sampling pumps to evaluate exposure to methyl bromide during witchweed fumigation. Photo by Richard Tyner.

Safety continued from page 19

cases under the Office of Workers' Compensation Programs (OWCP) has held steady at about 260 over the last five years, even though APHIS added ADC as a program area in FY 1986.

USDA is emphasizing claims management as a way to reduce OWCP costs. With claims management agencies stress injury prevention through the various safety issues and early return of injured employees. The Department is also asking for more monitoring and evaluation of long- and short-term claims.

"We know that medical costs cannot be controlled," said Steve Fahar, SHES' Management Analyst for OWCP. "So we have to focus on reducing injuries and illnesses on the job."

Wellness

APHIS has established a Wellness Program, an umbrella concept for on- and off-the-job activities that can help to promote the health and well-being of employees.

"Wellness means taking responsibility for your health by learning to stay healthy, practice good health habits, and giving up harmful and fatal ones," said Debra Vandergrift, APHIS' Wellness Coordinator with SHES. To enhance the wellness program, Vandergrift has made several resources available and provided information to all APHIS employees about wellness issues.

"As a society, we know a lot about the negative effects of drug and alcohol abuse," said Vandergrift. "We know that it's destructive in the work and home situations and it's harmful to the person's physical and emotional health."

"We also know a lot about the effects of smoking, both on the smoker and those who share his or her environment," she continued. "We recognize the need to handle stress and need for exercise and proper nutrition."

"Employers are no longer looking at these issues as the sole concern of employees. They see that any detrimental effect on the employee hurts the organization in the long run by cutting down on productivity and morale."

"APHIS management is taking a proactive role in encouraging employees to make the most of what

we know about wellness," Vandergrift said. "APHIS has for some time been involved in the Employee Counseling Service Program, designed to help employees and their families with substance abuse problems and other counseling needs." The Wellness Program has also sponsored smoking cessation programs and worked to create smoking policies at APHIS locations.

"Increasingly, we'll see employees running or working out during their lunch breaks," Vandergrift predicts. "Perhaps some will have access to fitness centers or swimming pools. Even a simple walk at noon can promote good health and improve employee morale. We can all feel better after we've gotten away from the office for a while, after we've given regular exercise to our hearts and lungs." □



Bye-bye, Stress: Attendees do desk-side exercises during review of APHIS' Wellness Program at the Third National Safety and Health Conference in San Antonio, TX, in May. Front, if not center, are (left) Royal Sharp, PPQ, New Orleans, LA, and Charollette Henry, PPQ, Frankfort, IN. Photo by Richard Tyner.

Regional Collateral Duty Safety and Health Officers

Veterinary Services

Northeast: Sue Lendrum, Scotia, NY
Central: Annella Isom, Ft. Worth, TX
Southeast: Norm Stephens, Tampa, FL
Western: Betty Ruiz, Englewood, CO

Science & Technology

DWRC: Clay Mitchell, Denver, CO
FADDL: James Sime, Greenport, NY
Methods Labs: Robert Duryea, Hoboken, NJ
NMRAL: Dorothy Ladner, Gulfport, MS
NVSL: Don Kolbe, Ames, IA

Regulatory Enforcement & Animal Care

Northeast: Clem Dussault, White River Junction, VT
Southeast: Lowell Wood, Tuscaloosa, AL
Southcentral: Mark Kurland, Weatherford, TX
Northcentral: Jerry Diemer, Minneapolis, MN
Western: Gregg Nelson, Salem, OR

Plant Protection & Quarantine

Northeast: Colonel Locklear, Washington, DC
Southeast: Gary Clement, Gulfport, MS
South Central: Robert Davis, Brownsville, TX
Western: Richard Jackowski, Sacramento, CA

International Services

Latin America: Joseph Sparmo, Mexico City, MX

Animal Damage Control

Eastern: Rick Owens, Brentwood, TN
Western: Tom Hutchinson, Lakewood, CO

Others

BBEP, Ames, IA: Robert Salyer
FSO, Minneapolis, MN: Mark Skugrud
Headquarters, Hyattsville, MD: James Davis
Moore Air Base, Edinburg, TX: Manual Garcia

The Latest on AIDS

USDA's Medical Officer Oleh Jacykewycz, better known as "Dr. J.," presented the latest information on Acquired Immune Deficiency Syndrome, or AIDS, at the USDA National Safety and Health Conference in San Antonio in May.

Among the points Jacykewycz made were that:

- It has been definitively established that people testing positive for the HIV antibody will develop AIDS. The incubation period can last as long as eight years.

- Although no cure has yet been found for AIDS, the AZT medication is successful in prolonging life in AIDS victims, especially in earlier stages of the syndrome's progression; people testing HIV+ should start immediately on treatment with AZT.

- Of new cases, 73 percent were contracted from homosexual encounters; the number of new cases in that group is declining. Increasing numbers of cases from drug users (17 percent), prostitutes (3 percent), blood donation recipients (3 percent, with 1 percent among hemophiliacs), and heterosexual contacts make up the rest of the population.

- USDA published a new AIDS policy in January 1990. USDA employees with AIDS are considered handicapped and are protected under the 1973 Rehabilitation Act, which authorizes accommodations for handicapped individuals.

Accommodations might include job placement into a new area for those whose work places them at risk to medical exposures such as blood and needles, or those working with animals or otherwise exposed to zoonoses (animal-to-human transmitted diseases). Accommodations might also include granting of leave and use of leave donation.

The employee must provide medical documentation if accommodation is to be provided. Confidentiality is protected under the Privacy Act.

Notable—And Safe, Too



APHIS honors employees for "Special Achievement" in life saving. Dorothy Ladner (left), past Chairperson of the National APHIS Safety and Health Council, presents plaques to Dave Eckles, Brad Pithan, and Bob Wilson, all of NVSL. Photo by Richard Tyner.

In the third year of the APHIS Safety and Health Awards program, a Special Achievement Award was presented for the life-saving efforts of three APHIS employees.

Animal Caretakers Dave Eckles, Brad Pithan, and Bob Wilson of the National Veterinary Services Labs (NVSL) in Ames were recognized for their "dedication and loyalty to others" in applying cardiopulmonary resuscitation (CPR) to two electricians injured by a high-voltage mishap last year.

Safety and Health awards also went to NVSL Microbiologist Don Kolbe as Safety and Health Employee of 1989 and PPQ's Southeast Region Survey Coordinator Gary Clement as Collateral Duty Safety and Health Officer of 1989.

Bill Brennecke, PPQ's OIC with the St. Louis airport, received the Defensive Driver Award for 1989. The PPQ unit at the Port of New Orleans was named the Safety and Health Unit for 1989. And the VS Western Region won the Administrator's Award for its safety and health efforts in 1989.

Life-Saving CPR

Eckles, Pithan, and Wilson of NVSL's Scientific Services Lab were among many Ames employees who were interrupted by a power outage one morning last October, when a high-voltage outdoor gearbox near an animal care building shorted while carrying 13,800 volts of electricity.

NVSL employees could see the injured electricians, who had fallen to the ground. Eckles, Pithan, and Wilson, among others, ran to help, checking the electricians for injuries and trying to stabilize them after the shock. One electrician had stopped breathing and his heart had stopped beating.

Through CPR they had restored the man's breathing and heartbeat by the time the ambulance arrived.

Eckles, Pithan, and Wilson had each acquired their CPR training in hometown courses before beginning employment with NVSL. In May 1990 NVSL again offered on-site CPR training to employees.

Making a List

Also at Ames in 1989, Collateral Duty Safety and Health Officer (CDSHO) Don Kolbe established a Hazardous Chemical List for NVSL in accordance with Occupational Safety and Health Administration requirements—the first of its kind for the labs there. Kolbe listed over 200 hazardous chemicals in NVSL's 22 sections. Many have since been removed, and others have been consolidated. The NVSL chemical store room was cleaned up.

In 1989 Kolbe reviewed containment practices for biologically hazardous materials commonly handled at NVSL, such as the organism that causes Brucellosis. He implemented the use of disposable containers for disposing of syringes and needles. He also prepared the draft policy on a hazard-free workplace for pregnant women at NVSL.

Kolbe worked with local authorities on walk-through safety and fire inspections of all NVSL sections. He also reviewed the Tornado Evacuation Plan. As CDSHO, Kolbe worked with the ARS safety and health staff in Ames and with NVSL's safety and health committee on monitoring for the location.

Kolbe performed these "collateral" duties while fulfilling his regular responsibilities as Head of the Anaerobic Bacteriology Section of the Biologics Bacteriology Lab.

Recognized as runners-up for Employee of the Year were Walter Riggs, VS Central Region, Tyler, TX, and Kevin Clyde Harriger, PPQ Southeastern Region, Valdosta, GA.

Regional Safety

While Gary Clement traveled throughout PPQ's Southeastern Region as Survey Coordinator in 1989, he was in a perfect position to wear his second hat—as the region's CDSHO. That may be how he inventoried DDT locations throughout the region.

Clement also coordinated a region-wide cholinesterase testing program for employees exposed to pesticides on the job, including temporary employees with the Boll Weevil Eradication and Witchweed programs.

Clement arranged for the training of Defensive Driver Trainers in the Southeast Region. In 1989 the Region had 10 trainers who have trained about 450 fellow employees in Defensive Driving—more than 75 percent of the regional workforce.

Clement helped to establish the Regional Office's smoking policy, and supported his on-the-job and neighborhood "Just Say No" anti-drug campaign.

Recognized as runner-up for Collateral Duty Safety and Health Officer was Robert Davis, PPQ South Central Region, Brownsville, TX.

Picking Carefully

Bill Brennecke, PPQ OIC in St. Louis, was named Defensive Driver of the Year, in part because of his own driving record and the driving records of his employees.

Brennecke's workforce includes several summer hires for the PPQ Domestic Programs—APHIS employees who drive throughout the state checking traps and releasing biocontrol agents against such pests as the alfalfa weevil and the pink bollworm. Brennecke carefully checks the driving records of his applicants and personally trains employees in defensive driving techniques.

He says there are a few simple things that can be done to keep a vehicle in good shape, which in turn will enhance its performance:

- Keep headlights on under dubious weather conditions,
- Make sure windshield wipers are in working order,
- Make sure tires are sound and properly inflated, and
- Keep brakes in good condition.

Richard Severson, ADC, Denver,

CO, was named runner-up for Defensive Driver of the Year.

Everyone Takes Part

New Orleans' OIC Bill Spitzer attributes the successful safety record of the port operations unit to the degree that employees there embrace the importance of safety and health for themselves.

Among New Orleans PPQ Officers, Royal Sharp serves on the National APHIS Safety and Health Council, Mollie Frazier and Phil Staudermann are Defensive Driving trainers, Denise Daney is a CPR instructor, and Phil Suhr and Supervisor George Meyers serve on the South Central Region Safety and Health Council.

In 1989, the year New Orleans achieved its stand-out safety record under Safety Committee Chairman Grant LaFleur, the unit drove over 200,000 miles with one accident, developed a recommendation on the use of fluorescent orange safety vests for night work at the container yard, and developed a safety condi-

tions survey that can be used anonymously to gather information about local safety conditions. The unit's written hazard communication program has been used as a model for putting together programs elsewhere.

Spitzer was responsible for setting up a fumigation rotation system that equalized the number of toxic-gas applications that each PPQ Officer had to supervise. Spitzer says that fumigations are safer and more successful for PPQ Officers who have kept current with good practices, and the rotation schedule prevents any one officer from becoming "rusty."

New Orleans port personnel boarded 4,470 vessels along 150 miles of Mississippi River front, inspecting 2,493 maritime containers and supervising 137 fumigations. Half of their activity was at night, but they did it without lost work-days.

The PPQ Port of Miami and the Nogales, AZ, PPQ office were recognized as runners-up for Safety and Health Unit of the Year. □

On the Road

In FY 1989, APHIS employees drove 68,462,035 miles.

That was an increase of 20 million miles over the next highest yearly total—47,851,453 miles in 1987.

On any given day in 1989, about 4,000 vehicles—APHIS cars and trucks, GSA automobiles, rentals, leases, and privately owned vehicles—were in service.

In FY 1989 APHIS had 201 motor vehicle accidents.

In FY 1989 APHIS' accident rate was 2.9. This compares with 10.5 for private-sector statistics from the National Safety Council. It compares with 9.0 for Food Safety and Inspection Service, an agency of some similarity in mission and activity. It compares with 2.2 for the Forest Service, which logged 120 million miles in FY 1989.

The 201 accidents in FY 1989 were broken out by program area as follows: ADC—20, IS—16, M&B—1, PPQ—81, REAC—7, S&T—4, and VS—71.

In 44 percent of the incidents, a privately owned vehicle hit a Federal vehicle.

In 28 percent, the Federal vehicle hit the private vehicle.

In 90 percent of the cases, the APHIS driver was not cited. Seat belts were in use in 87 percent of the accidents.

The preceding information on APHIS' 1989 driving record was taken from statistics compiled by Richard Tyner, Management Analyst with the Safety, Health and Environmental Section, Administrative Services Division, M&B.

Assistant Secretary Gives Bottom-Line Reasons for Safety and Health Programs

"Beyond the humane reasons to pursue work safety and health, it is just plain good business," said Adis Vila, USDA's Assistant Secretary for Administration and the Department's Safety and Health Official.

"The health, safety, and well being of every employee is important," she said. "I speak directly to supervisors and managers when I say that you must find ways to protect human resources while still performing your agency's mission."

As keynote speaker at the Department's National Safety and Health Conference in San Antonio in May, Vila showed that her support for the government-wide program was based in the practical perspective of program management.

"Departmental workers' compensation costs exceeded \$43 million for 1989, up from \$37 million in 1988," she pointed out. "This amounts to \$180,000 just to open the doors of USDA each morning."

"These figures show that USDA had 6,708 new injury and illness claims in 1989," Vila said. "These new claims cost \$4,990,000."

USDA uses these figures—developed by the U.S. Department of Labor's Occupational Workers' Compensation Programs to "charge back" compensation costs to agencies—to understand trends in injury and illness.

"I have directed my staff offices to review their workers' compensation costs," she said. "My objective is not to deny rightful benefits to anyone. But I want to ensure that claims are properly managed and injured persons are rehabilitated and returned to productive work as soon as possible."

Vila cited the progress of the Agricultural Marketing Service, which lowered its workers' compensation costs by \$200,000 in FY 1989 through such techniques as claims management and cost reductions.

Vila connected the safety program with the overall development of human resources within the Department.

"I am committed to developing and diversifying human resources within USDA," she said. "I strongly advocate training and education for all employees regardless of age,

race, handicap, religion, sex, or national origin."

She pointed out the importance of diversification to USDA as it heads into the last decade of the century. "It is extremely important now, since we estimate that 45 percent of the Department's senior management will be eligible for retirement within 3 years."

"My position permits me to influence policy in an area where I have very strong feelings. That area is human resources."

Vila talked about the importance of well-designed information resource management as an initiative in human resource development. "The driving force behind this initiative is the recognition that complete, relevant, and timely information is critical to our ability to analyze issues and make decisions," she said. □

Better Information, Better Decisions

"The goal of the APHIS Safety and Health program is to increase the safety of our workplace and reduce employee accidents," asserts Bob Buchanan, M&B Deputy Administrator and Designated Agency Safety & Health Official, who addressed about 100 agency employees at the Third Annual APHIS Safety and Health Awards Luncheon in San Antonio in May.

Buchanan said that improvements in the safety and health program represent, in part, an improvement in management decision-making based on better information.

"Specific approaches to decreasing the suffering and costs from employee accidents hinge on carefully thought-out decisions based on detailed information," he said.

"We can no longer afford to make arbitrary or 'seat-of-the-pants' decisions. We have the technology available to base decisions on solid information that shows clear trends and patterns. We have the data available."

"This information is a great resource for us," Buchanan said, referring to an APHIS management initiative in the area of information resources management. "We must manage it so that we can deliver the best possible safety and health program to our agency. This will be one of M&B's principle objectives over the next few years."

Training Mecca Develops Professionalism



*Insect identification with microscopes at the laboratory classroom in Frederick.
Photo by Dana DeWeese.*

What acts like a magnet for all the PPQ employees beginning their careers with APHIS?

What brings them, as if on a pilgrimage, from the four corners of the map, from airports, maritime ports, border crossings, and trapping sites, to a common experience in a quiet little town in central Maryland?

What leads them through nine weeks of intense training using

microscopes, gas masks, and microcomputers?

It's R&D's Professional Development Center (PDC), a mecca that transforms raw recruits into trained APHIS inspectors.

New Officer Training

"New Officer Training (NOT) teaches five main subjects—pest identification, fumigation and other pest treatments, export certification,

animal products training, and regulatory decisionmaking," according to Mark Dagro, PDC Assistant Director for Training Delivery.

"Most of the insect identification training takes place in our laboratory," he says. "It is equipped with microscopes, reference manuals, and other aids designed for student use.

"We also use work simulations. For instance, we'll simulate fumigations and show students how to use the halide detector and fumiscope and the self-contained breathing apparatus. Or we'll simulate passenger clearance, with trainees role-playing the parts of passengers as well as inspectors.

"We rely on a lot of case studies," Dagro says. "You know—what you do when a certain commodity comes through under certain conditions. It's very detailed. It is designed to prepare them for real-life situations when they're out on the line, doing their jobs."

Using Computers

Parts of NOT have been programmed for use with Apple computers, in programs known as com-
(continued on page 26)

The Way We Were

Although ports have probably been training inspectors under the authority of the Plant Quarantine Act since 1912, the first formal classes for Plant Quarantine Officers were started at the Port of New York in 1948.

The subjects studied were Quarantine Entomology and Quarantine Procedures. In 1954, a comprehensive course in Quarantine Pathology was started.

In 1956, training of new employees was formalized into a 26-week training program. GS-5's were hired in groups and brought to USDA's Plant Quarantine Training Center at the port of New York.

Half of each day was spent in a classroom, covering three major areas of training: orientation and indoctrination; the statutory aspects of plant quarantine enforcement and inspection procedures, techniques, and treat-

ments; and the technical biological aspects of plant quarantine enforcement (entomology, plant pathology, malacology, nematology, and botany). Learning techniques centered around lectures and old-fashioned rote memory.

The other half of each day was spent in on-the-job training, first in observing experienced inspectors, then in supervised rotated job assignments in the Port of New York. Weekly seminars were held to assist the trainees and answer any questions that came up during the week.

Successful trainees were promoted to GS-7 and assigned to a duty station for the last 6 months of their probationary period. Those trainees not successfully completing the 26-week training were separated from the service.

Classes for foreign students were also begun in the 50's and were originally designed for inspectors. The classes now last

six weeks, with an optional seventh week of special topics. They are now aimed at managerial or administrative participants rather than inspectors.

In 1971, the Training Center moved to Battle Creek, Michigan, and in the late 70's created New Officer Training. Officers were first assigned to a permanent duty station, then attended NOT at some later date, usually within their first year of duty.

The Training Center moved again in 1979 to Frederick, Maryland, and was renamed the Professional Development Center. The new name better fits the Center's focus on a training technology grounded on expert principles and sound educational practices. The use of these principles and practices has allowed the PDC to achieve better results than ever before—catapulting them into one of the few state-of-the-art facilities in the country.

Training continued from page 25

puter-based training, or CBT. "Several programs, such as Export Certification Training, Animal Products Training, and Regulating Non-propagative Plant Imports, are on-line now," Dagro says. "In fact, many PPQ locations have these training modules, and some trainees can get as much as two weeks of the training done before they even come to the PDC."

In fact, CBT is now administered at 21 PPQ ports, with nine additional installations planned for FY 1991. This CBT effort is one of the largest and most sophisticated systems in the U.S. government. Within a few years, most NOT courses dealing with regulatory decisionmaking will be delivered via CBT.

How does the PDC transform the training from the classroom to the computer? PDC training designers use proven procedures, called models, whenever they develop courses.

"These models," says Bill Wade, Assistant Director of PDC for Training Design and Development (TD&D), "ensure that information is presented in small increments, in correct sequence, and with ample opportunity to practice everything being taught."

Using Proven Models

Models are used to develop all the training the PDC offers—be it instructor-led, self-instructional, or CBT.

With models, TD&D training designers can create effective training packages without having technical expertise in the specialized tasks that APHIS management is asking them to cover.

"Training design starts with a process called 'front-end analysis,'" Wade says. "This analysis is a careful evaluation of the job or tasks for which training was requested."

TD&D studies and identifies the parts of the job or tasks that are not being performed effectively, then determines why employees may be performing deficiently.

"When employees lack the skills or knowledge to do the task well, different training solutions are available," Wade says. "Some situations require nothing more elaborate than a job aid."

Wade describes job aids as explicit directions for performing a task. "They can be written as step-

by-step directions, like a cookbook recipe, or as decision tables or flow charts. Or they could be a combination of all these formats.

"But if job aids by themselves do not get the performance improvement we're looking for," Wade says, "formal instruction or instruction plus job aids may be necessary."

A Battle Against Governmentese

By John Patterson, Assistant Director, Technical Communication and Structured Documentation (TC&SD), Professional Development Center

In 1984, the PDC established the Manuals Section to battle governmentese*. The Section's mission was to improve the manuals used by PPQ officers in their work, regulating plant and animal products moving in and out of the country.

TC&SD's charge was to write manuals that were organized, clear, and easy to use. But the battle was comprised of many smaller conflicts.

The First Conflict: Overcoming Obfuscation

The first and most difficult conflict was over barriers to clear writing. Section Supervisor John Patterson was to lead the troops. But, in the beginning, Patterson was an unwitting adversary.

Like most people with a technical or scientific background, Patterson preferred obfuscation: "If you can't convince them, confound them." And so, the conflict began with a skirmish to convince Patterson that writing was fundamental to his work, not just an incidental nuisance.

After some struggle Patterson hired a consultant to arm the troops. Edmond Weiss, author of "The Writing System for Engineers and Scientists" and "How to Write a Usable User Manual," delivered a workshop. The workshop's objective was to enable the TC&SD troops to write clearly and to convince them that there was a moral obligation to do so.

Because of the workshop the troops thought themselves ready; but they were not. Their writing remained fogbound.

Stronger measures were needed. Extensive monitoring and feedback of each individual's writing began. For some, the feedback was enough. Their writing became clearer. But for others, even stronger intervention was necessary.

For the diehards, Patterson added clear writing standards to job descriptions and performance evaluations. To establish a professional make-up, the writers joined the Society for Technical Communication. Boot camp was over; it was time to head for battle.

The Second Conflict: Defeating Disorder

Being able to write clearly wasn't the whole answer. TC&SD needed a plan of attack—a writing process. The function of this process was to keep the writers on target.

***Governmentese**—*n.* A frequently used but rarely understood dialect of the English language, characterized by cloudy, confusing verbiage and excessive use of the passive voice; spoken and, more frequently, written by governmental officials (not exclusively) at all levels and locales.

A Key to Evaluations

What is that "performance" the PDC is looking for? In other words, when does the PDC know that it has succeeded?

"Another important use of front-end analysis is its application in evaluation," says PDC Director John Thaw. "By clearly defining the

problems, we can clearly define the goals. Then we're better able to evaluate whether we've accomplished the goals."

In 1982, PPQ management evaluated its supervisors' ability to make sound regulatory decisions—that is, their on-the-job ability to judge which regulation or authority applied in a given situation at a port or border.

Test results were less than encouraging. They identified at least one deficiency in the basic tools used in regulatory decision-making—PPQ manuals.

The PDC had been responsible for designing, administering, and analyzing the test of the supervisors. And so, because the PDC had been successful in writing an earlier manual, the group was further asked to take responsibility for re-writing all of PPQ's manuals. Technical Communication and Structured Documentation (TC&SD), better known as the Manuals Section, was established.

Documentation Specialist Dawn Wade, who engineered the process, included two rules: (1) involve the people who use the manuals; and (2) test and retest the manuals.

Fortunately, TC&SD had an ideal testing environment at its PDC location, the proving ground of the new PPQ officers who use the manuals. And so the plan was implemented, evaluated, and modified over the course of the battle.

The Third Conflict: Conquering Inconsistency

Once the writing process was established, the TC&SD staff developed a style guide. The guide stated the rules for writing and producing technical manuals. Editorial and Production Assistant Hilary Odom and Editorial Assistant Beverly Gordon edited, assembled, and wrote parts of the guide, which incorporates writing standards from the best examples—including the Institute for Electric and Electronic Engineers' standards for user documentation.

By following the established rules for writing, the troops overcame the menace of inconsistency. With skills and a plan, the troops were armed and ready.

Winning a Conflict: Confronting the Fear of Evaluation

To prevent backsliding and a ruinous retreat into obfuscation, TC&SD began the terrifying ordeal of evaluation. TC&SD had its manuals evaluated by entering them in competition outside of the government!

The first competition showed that wordiness and overuse of the passive voice was still a problem. One evaluator made the devastating comment, "Too much use of governmentese."

Then, in 1989, after four years of effort, Odom and Documentation Specialist Vic Harabin won an award of excellence, achieving a perfect score for writing and editing. The award of excellence was for the "Airport and Maritime Operations" manual.

The Washington Chapter of the Society for Technical Communication selected this manual to represent the Chapter in international competition. The battle was won!

But the War Continues

It took TC&SD five years to defeat governmentese. But the enemies of quality have not been vanquished. It's still easy to produce a "quick-and-dirty" manual.

The fear of accountability still encourages use of the passive voice. Impatience continues to result in the setting of arbitrary deadlines. Human behavior still favors avoiding conflict over confronting issues of policy and priority.

And the preoccupation with short-term costs over long-term benefits remains. While the battle has been won, the war will never be over!

Writing the Books To Go By

TC&SD Assistant Director John Patterson set a philosophical and ethical foundation for the section by developing a "Code for Manual Writers." The code established the criterion of meeting the needs of the users—PPQ officers and supervisors—as the main concern in writing manuals.

"PPQ field representatives reviewed the code," Patterson said, "and PPQ management approved it. It was developed with the full cooperation of the users. And we used the code to develop performance standards for our writers."

Documentation Specialist Dawn Wade designed and developed a writing system based on performance engineering (see box). Staff members took courses to acquire the writing and editing skills necessary to make the Manuals Section effective and productive.

"The end effect of all this planning and training has been the production of high-quality manuals," Thaw says. "It's an award-winning effort."

"But more importantly, the manuals are hailed by PPQ officers as easy to use," he says. "And since improving the performance of APHIS employees is the guiding principle in all the PDC programs, this becomes the goal we're looking for. It means we've done our job." □

A Day in the Life: Cheryl French, Veterinarian in Guatemala

By Janna Evans, Legislative & Public Affairs



It's high noon in Guatemala. The sun beats down on the mountains, creating a brittle, dusty atmosphere in these months before the rains come.

Cheryl French is in an '87 Chevy Blazer that bounces down a narrow country road riddled with boulders, ditches, and streams—a path better suited to the local goats than to trucks. She's on her way to conduct a follow-up investigation of a suspected foreign animal disease case.

French's day started early. As the APHIS veterinary attache in Guatemala City, French provides technical guidance to the agriculture departments and animal health organizations in Guatemala and El Salvador.

This morning, Guatemala's Sub-secretary of Agriculture held a press conference at the National Palace. He had requested French's presence to provide technical information for reporters on a possible foreign animal disease outbreak.

The previous week she had met with the Secretary of Agriculture from El Salvador about past foreign animal disease exclusion efforts. It

was part of an effort to broaden the scope of the international agreement between the United States and El Salvador.

For field inspections French sends tissue samples to APHIS' National Veterinary Services Labs in Ames and Plum Island. She prefers to collect them early in the week so that they arrive in the United States before the weekend. When she has the flexibility, she arranges her field inspections for Mondays, Tuesdays, and Wednesdays.

Now, accompanied by Guatemalan veterinarians Guillermo Godoy and Humberto Maldonado, French assembles the tools she will need during the day: sterile coveralls, rubber boots, disinfectant, a cooler, blood sampling kit and test tubes, knives, and sharpening stones.

As we are about to leave, French matter of factly asks Godoy if he has a gun. The thought races through my mind, "How dangerous can this work be?" Then I realize the gun is for the bull, in case it is terminally ill and a necropsy is needed. The vet says yes and we drive off.

French chats with the veterinarians, covering subjects ranging from disease diagnosis to the lambada. She has been in Latin America only one year, but her Spanish is surprisingly good. Where it is weak, she makes herself understood with an enthusiasm that is hard to ignore, undaunted as she is by the prospect of saying the wrong thing.

"Sometimes it's a real challenge making myself understood and getting my message across," she says, "but I have to make the effort. Like anywhere else in the world, there are people who take advantage of your weaknesses. You have to make yourself and your intentions very clear at the outset. It's essential to learn how to operate within the local system—to play by its rules."

After a 90-minute drive, we arrive at the ranch where French and

her counterparts will examine the bull. Two ranch hands on horseback greet us at the gate and show us the way to the house.

First we eat fried chicken that the locals proudly proclaim to be better than Colonel Sanders'. Then they take us to the corral, where the bull is roped and tied to a fence post.

Before entering the corral, French and her counterparts put on sterile coveralls and rubber boots. The special clothing is intended to prevent the spread of any diseases at this ranch to other ranches they may visit later.

French and the two veterinarians gather in the shade of a tree to discuss how the investigation should proceed. All three wear concerned expressions, because the "sick" bull does not appear very ill. In fact, it looks rather healthy.

The ranch hands tell French that the ranch owner has had all of his cattle on high doses of antibiotic for 10 days, despite French's request that at least one animal be kept off medicine to provide a control.

"If you use a shotgun therapy—giving just any antibiotic, without knowing exactly what you're treating—you may be using a medication that is not as effective as another," French explains. "The organism may become resistant and the medication has been made useless for other, more appropriate situations. That's why I want to take cultures to see what I'm treating before I prescribe a treatment."

While French prepares to draw blood samples, Godoy and Maldo-

"It's essential to learn how to operate within the local system—to play by its rules."

nado take the bull's temperature and check its skin for lesions. The size of the lymph nodes is normal.

Although French takes several vials of blood, she does not think that they will reveal anything. As feared, the bull has responded well to the antibiotic therapy.

"Not knowing what disease the animals have bothers me," French says. "We would have to sacrifice the animal to collect tissue samples

"This proving period is probably the most frustrating part of the work, but it's also the most challenging—trying to win people's confidence."

like the liver, spleen, lymph nodes, and bone marrow. A complete set of tissue samples might have provided the lab with enough material to make a definitive diagnosis, but we can't very well sacrifice a healthy animal."

The ranch hands look disappointed, too. A sacrificed bull might have meant a particularly hearty meal that night.

The three veterinarians take off the coveralls and boots, hand out Cokes and cookies, and pose for a picture with the ranch hands. French takes advantage of this lighter moment to talk with the ranch hands about what had happened that day.

On our way back to Guatemala City, we stop at an ice cream shop for a rest. I ask French how this day compares with others.

"Some days we have false alarms," she responds. "There were no samples to collect or sick animals to check on. People have even reported disease outbreaks that occurred years ago! What a huge waste of time!"

But French takes the frustrations in stride. "Whenever someone starts a new job, there's a proving period. The proving period may be longer and tougher for a woman working in a traditionally male-dominated profession like this one, especially in an industry like agriculture, which is also male-dominated.

"But once people have confidence in your abilities and stop judging you on gender or race, you're usually allowed to succeed or fail on your own merits," she says. "This proving period is probably the most frustrating part of the work, but it's also the most challenging—trying to win people's confidence."

French comes to Guatemala by way of Fort Myers, Florida, where she worked for VS as a veterinary medical officer with the Brucellosis and Animal Welfare programs. When she learned of the veterinary attache position with International Services in Guatemala City, she was intrigued enough to apply. But it was a move that took her far from her family and friends in Kentucky.

"It took a while, but I love it now," French said. "I love the work, the country, and the people."

French also spends one week a month in El Salvador. While there, she works out the bureaucratic problems that develop any time two governments work cooperatively. She offers support to her Salvadoran counterpart by checking port inspection facilities and working with local government veterinarians. Not the least, she helps them get samples to labs in the United States.

French says she feels fortunate to have Miguel Asenon as her counterpart in the Guatemalan Ministry of Agriculture. "He's open-minded, hardworking, and dedicated, and he feels as strongly as I do about improving animal health.

"Miguel and I work very closely and sometimes we work on field

investigations for several days running," she says. "I am lucky to work with someone whose goals are so similar to mine."

Part of her role in improving animal health in Guatemala, according to French, is in setting a good example for other veterinarians. "In that sense what we do from day to day really does have a positive effect on the people we are trying to help.

"I also try to set a good example for other females, professional or

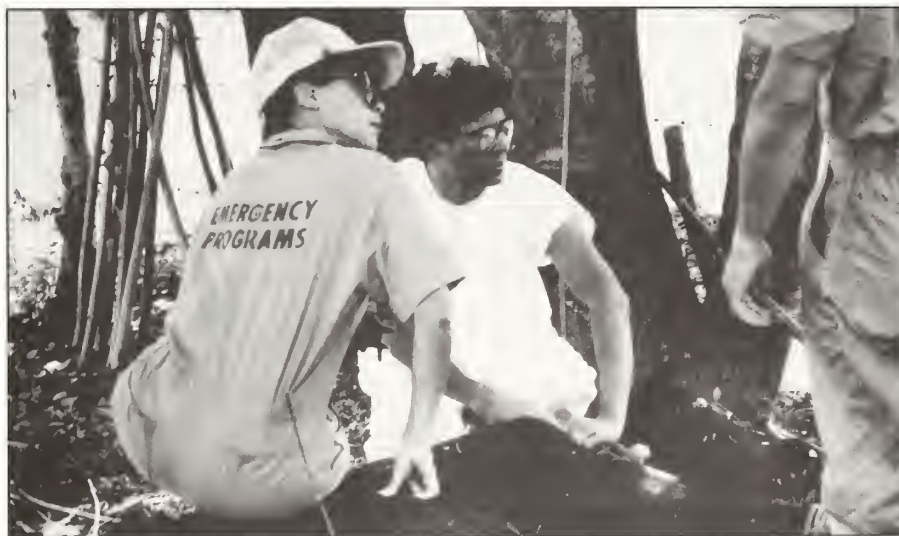
"Once people have confidence in your abilities and stop judging you on gender or race, you're usually allowed to succeed or fail on your own merits."

otherwise, who are trying to break from traditional roles," she said.

As we pile back into the truck and begin the trek back to Guatemala City in a rush-hour gridlock, French nods at the other veterinarians and says, "Next time, they're going to drive."

She flashes an enchanting smile, looking quite pleased with the expectation.

If you had seen the road, you'd understand why. □



Cheryl French and Guatemalan veterinarians ready to examine a sick bull. Photo by Janna Evans.

Employee Profile: John Eades, APHIS Investigator, Nashville, Tennessee



"Every open door must be closed before an investigation is complete," is the credo used by Regulatory Enforcement (RE) Senior Investigator John Eades in the pursuit of his job goals.

"To me, this means that everyone having first-hand knowledge of a violation must be sought out and interviewed," Eades says. "The information from the interview must be documented and collected, along with all other evidence that support the allegations."

Although Eades speaks only for himself and his experience as an APHIS investigator, *Inside APHIS* was sure his story would help to explain the comings and goings of the RE program to those unfamiliar with it.

Interviewing people is just one of the many skills and abilities that Eades puts to work to get the job done. Over the course of time an APHIS investigator may work on several investigations; help a prosecuting attorney prepare for violation cases that have gone to court; testify at a hearing or trial or before a Grand Jury or state licensing board; serve complaints or subpoenas; or act in a host of miscellaneous circumstances.

But Eades calculates that a sizable percentage of the focus of an investigation is on the interview. "Each one is different, depending on the individual," he says. "So I have to prepare for each one. I have to plan the sequence of the interviews, because they may be interrelated."

"I need to be versatile—I could be talking to a farmer or rancher, truck driver, market operator, animal dealer, or business person. The success of the interview depends on how well I've planned, how I conduct myself, how I conduct the interview—even how I dress."

Eades admits that the interviews can be difficult. "By the nature of our work, we are usually unwelcome by the people we're investigating. We do occasionally have to confront irate persons, and some of them may have a criminal background and be considered dangerous. If I know on the front end that this is the case, I make arrangements to be accompanied by a law enforcement officer. I've actually interviewed people in jail."

Eades has worked 33 years in Tennessee and Kentucky, long enough to have encountered several unusual circumstances. "I've been

verbally threatened numerous times, but only seriously on five occasions. I've had a knife drawn on me three times and a gun once. Fortunately, this is the exception rather than the rule."

This is a powerful reason to maintain good working relationships with local and state law enforcement agencies, as well as USDA's Office of Inspector General and the U.S. Department of Justice. Eades also turns to them for help in procuring records, identifying and locating persons, providing background information on those being investigated, and running license plate checks. The Department of Justice and local courts will provide information on the financial status of individuals when RE investigators are called on to assist the courts in collecting fines.

"It behooves us to know who to call for assistance in matters where we have no authority," Eades says. "Most of us have state counterparts with whom we work closely, and they can be most helpful. In return, they may call upon us to help them in areas where they have no access or familiarity. All of this is done with the blessing of the supervisors."

To complete an investigation, Eades organizes the case documents and prepares his report. In the report he explains what each document is and how it supports the allegations. The report describes what the elements of evidence prove in the case.

The case report is forwarded to RE staff members in Hyattsville, where it is reviewed for prosecutable merit. If so, it is forwarded to USDA's Office of the General Counsel in Washington, D.C. Eades says most of APHIS' prosecutable cases are settled out of court, with the accused paying a fine and accepting probation, disqualification, suspension, or other sanctions.

If a case is to go through the courts, the investigator becomes the "case agent" working with the prosecuting attorney to prepare for

the hearing or trial. Some cases can take from six months to two or three years to go through the system. Eades says this is often frustrating but "due process is the key to the criminal justice system. Without it, the whole system fails."

The case agent must refamiliarize himself with the case, supplying additional information or documents as needed before going to court. Eades works closely with the U.S. Attorney's Office under these circumstances. "More often than not, the case agent will be called upon to act as an assistant in the court proceedings," he says.

"If there are any underlying loopholes or pitfalls," Eades points out, "we have the responsibility to bring them to the attorney's attention. I certainly don't want them to surface in court and surprise our attorneys, just because I failed to tell them."

APHIS investigators may also be called upon to testify. "Some District courts won't prosecute unless the accused is indicted by a Grand Jury," he says, "so we may testify before them. Then we'll testify again in court, whether it's a criminal trial or a civil hearing. We may even testify in the case of a guilty plea or a plea of nolo contendere."

"Sometimes we're subpoenaed to testify in civil litigation brought by state courts as a consequence of the prosecution of one of our cases," he says. In these cases the RE investigator is subpoenaed to prevent personal or Departmental liability.

Eades says that investigators also testify in conferences for veterinary accreditation cases.

Another part of the job with potential for problems is personal delivery of complaints issued by the Administrator, Orders and Decisions issued by USDA's Administrative Law Judges, subpoenas, warning tickets, and warning letters. "Usually, these documents have been mailed to the respondents through certified mail," Eades explains. "They may dodge them by refusing to pick them up. In these cases they'll also evade being personally served with the papers."

"It sometimes takes days and even weeks to deliver the papers. It may take several trips to the person's place of business or residence."

Similarly, when a respondent fails to pay a penalty, the U.S. District Court with the appropriate venue may have Eades investigate

It's The Law!

The following laws and regulations are the ones that APHIS investigators enforce as part of the agency's effort to prevent the spread of livestock and plant diseases and pests and the inhumane treatment of certain animals covered by the laws.

- The Animal Quarantine Law regulates the interstate and international movement of livestock to prevent the spread of brucellosis, tuberculosis, pseudorabies, hog cholera, equine infectious anemia, contagious equine metritis, Texas fever, scabies, scrapie, paratuberculosis, exotic Newcastle disease, and lethal avian influenza; and regulates import and export requirements.

- The Animal Welfare Act provides for the humane treatment of certain animals used for research, resale, or exhibition. This includes handling, shipping, housing, veterinary care, and safety.

- The Horse Protection Act prohibits the cruel and inhumane soring of the front feet of certain show horses, which produces an exaggerated gait of the front feet and an extended over-stride of the rear feet, a desirable quality under conditions of some competitions.

- Plant Protection and Quarantine laws and regulations restrict the movement of certain plants and fruits and control the conditions in which they are maintained and treated.

- Regulations on Veterinary Biologics prohibit the interstate transportation and sale of certain vaccines and serums from unlicensed facilities.

- The Swine Health Protection Act prohibits the feeding of certain uncooked or improperly cooked garbage to swine (enforced only in those states that do not have laws prohibiting the feeding of uncooked garbage).

- Regulations on Veterinary Accreditation provide certain standards and rules veterinarians must follow to be accredited to perform certain functions on behalf of USDA and to maintain their accreditation.

"While investigating violations of these laws," John Eades says, "we sometimes uncover fraudulent claims, mail fraud, conspiracy and giving false information, and the falsification of documents to circumvent compliance of these laws."

Animal Quarantine and Veterinary Accreditation cases are submitted to the respective APHIS Veterinarians in Charge for review. Animal Welfare and Horse Protection cases are submitted to the respective APHIS Animal Care Sector Supervisors for review. Plant Quarantine cases are submitted to the respective PPQ Officers-in-Charge. Each responsible official in turn submits the case for review by headquarters staff members.

the case with a view to collecting the penalty.

Despite the drawbacks, Eades says he likes being an APHIS investigator. "I believe in law enforcement and enjoy investigative work," he says. "There's a lot of travel. The job requires that I be able to read and understand laws and

regulations—something I like. It requires that I act professionally—in and out of court. It matters that I maintain my composure, whether I'm being harassed by a defense attorney in court or confronted by an irate citizen. These are challenges to me." □

Permitting Progress While Protecting Agriculture

By Anita Brown, *Legislative & Public Affairs*

What do vaccination, fluorinated drinking water, and genetic engineering have in common? Each of these—and many technologies before and since—began as novel concepts that stirred public concern.

While electricity, automobiles, telephones, immunization, and a host of other once-questioned introductions have become commonplace, the emerging field of genetic engineering is still being closely watched—and to some extent feared.

"People fear the unknown," says Arnold Foudin, Deputy Director for the Biotechnology, Biologics and Environmental Protection (BBEP) permit unit, which regulates genetically engineered organisms that could potentially become agricultural pests. "This fear is natural—it's the innate caution that kept our prehistoric ancestors out of harm's way.

"But irrational fear, based on emotion without experience or knowledge, is another matter," Foudin says. "We have ways to define risk, to contain these new organisms. We can protect ourselves and our environment without causing the wheels of science to grind to a halt."

Introducing New Organisms

New as the technology is, USDA laws as old as 1912 and 1957 cover the agricultural concerns that might arise from bringing new organisms into the United States—whether they are introduced from a different country or via genetic engineering. In either case, it's APHIS' job to make sure these plants don't wreak agricultural or environmental havoc once they enter the United States. APHIS PPQ oversees plants imported from another country; APHIS VS oversees imported livestock; APHIS BBEP oversees organisms introduced through the new technologies of genetic manipulation.

To take on this task, Terry Medley, Director for BBEP, and Arnold Foudin, a biochemist formerly with PPQ in Missouri and later in Hyattsville, have assembled a permit unit of 20 professionals plus field assistance from PPQ. This eclectic group of experts includes



specialists from diverse areas of the country trained in entomology, plant pathology, nematology, genetics, microbiology, environmental law, and botany.

"The system is only as good as the people who comprise it," says Medley, a University of Virginia law graduate. "We were looking for bench researchers or for professors—people who would be willing to put aside their individual pursuits to shape technology transfer policy to the benefit of society as a whole. Not everyone is willing to make that kind of change and we have been very fortunate in finding the right people."

The Scientific Frontier

Most of these people, working in this relatively new branch of APHIS, share the attitude of program assistant Linda Gordon. "I feel as if I'm involved in something on the scientific frontier," she says. "To me, it's more exciting than working on a project that has been around for a long time."

Dianne Hatmaker, who reviews permits for researchers importing or moving genetically engineered material interstate, shares the sentiment. "I may be sitting at a desk and doing a lot of paperwork, but I feel as if I'm an important part of exciting new research," she says.

The staff is new, and to many people the subject matter is intimidating, but the system is straightforward and logical: Six biotechnologists, with the help of technical information specialists, write the environmental assessments (EAs)—required under the National Environmental Policy Act (NEPA)—for each biotechnology permit issued. A biosafety officer does an additional review, checking experiments for any sign that the introduced genetic material could escape into the environment.

A program specialist tracks the progress of the permit applications and balances the public's and the applicants' needs for information. Finally, Medley and APHIS Administrator James Glosser sign the permit authorizing the movement or field test. After the permit is granted, one of four field officers inspects the research site to see that the activity is, in fact, being conducted safely.

Under APHIS regulations, a company or researcher needs such a permit if it is moving, importing, or field-testing a genetically engineered organism that has a plant pest in its recent pedigree.

If you were a researcher sending a transgenic organism to a laboratory in another state, what could you expect of the BBEP permit process? "It's a matter of containing the organism properly," says Hatmaker, who has a background in plant pathology. "The experimental material needs to be packaged correctly, the facility receiving the material needs to be capable of handling and containing it safely, and the states involved must be contacted." APHIS regulations spell out conditions and materials, down to the correct thickness of plastic, that will get the organisms safely to their destination.

Field tests involve a somewhat more in-depth analysis. "Even

though we call field tests 'introductions,'" explains Foudin, "organisms aren't really being introduced into nature. They are not allowed to spread beyond the field or reproduce in any way—either on their own or by pollinating nearby plants."

A Gene is a Gene

Some of the permits issued by Foudin's group have been fairly sensational stuff—cabbages that glow with luminescing microbes, tobacco plants regulated by genes from the livers of mice, tomatoes that ripen but don't turn to mush in the process. But Foudin is not disconcerted, even by the cross-kingdom mouse-tobacco combination.

"A gene is a gene is a gene," he quips quothably. "Genes code for proteins, proteins code for information, be it in a plant, animal, or microorganism. Genetically, it's all one language, regardless of the shape, size, or color of the book."

Is it daunting to take on the responsibility of making sure these genetic novelties don't turn into agricultural problems? Says Foudin, "There are ways of making sure tests are contained, and there are systems for obtaining sufficient information to make the right decisions."

Finding the right system to ferret out the right information is the specialty of technical information specialist Cindy Callahan and her assistant, Jennifer Russo. "The scientist reviewing an application will identify the pieces of information he or she needs to write an environmental assessment, and we scan the data bases to locate it," says Callahan, who has a microbiology degree from the University of Maryland.

From the sea of scientific literature she will net the needed information, be it background on a crop, the genes being transferred, the possibility of experimental and native plants interbreeding, or whatever else the reviewer needs to

characterize experimental risks and to certify conditions for containment.

Vegetative "White Mice"

APHIS has issued over 550 movement permits and 72 field test permits between establishing biotechnology regulations in July 1987 and April this year. At first most of the permits were for pest protection or herbicide tolerance in tomatoes or tobacco. Foudin calls these plants "the white mice" of plant research, because they have been exhaustively researched and make good experimental subjects.

Since then cotton, potatoes, corn, soybeans, alfalfa, rice, cucumbers, squash, and poplar and walnut trees have also been the subjects of transgenic studies or improvements. To reviewer Cathy Joyce, a geneticist from University of Minnesota, it was interesting to be able to write the first EA for genetically engineered corn trials. "Monocots, the group of plants to which corn belongs, have stubbornly refused to accept new genes in the typical way researchers have used with other crops, or to regenerate after receiving the genes," Joyce explains. "It's exciting to be part of pioneering research on a crop responsible for feeding millions of people."

Looking back on the several EAs he's written, reviewer Quentin Kubicek, a plant pathologist from Texas A&M, finds the most interesting ones to be those involving a sort of "vaccination" for plants against viruses. "This could not have been done without genetic engineering, because you can't cross a plant with a virus," says Kubicek.

"Plants can be protected with inoculation," Kubicek says, "but each plant would have to be hand-treated, and the protection dies with the plant. This new form of protection should be inherited and should make new disease-resistant plant varieties possible."

Passion and Prudence

In the minds of critics, a passionate interest in the emerging technology could be inappropriate in those entrusted with regulating it. Medley brushes away the suggestion with a dismissive air. "It's not my

aim to be a dispassionate bureaucrat," he says. "The same passion I have for this new technology, I also have for protecting American agriculture. Technology isn't bad in itself, it's misapplications that are bad. Our system is set up to prevent misapplications from harming agriculture or the environment."

Tempering passion with prudence is not the only balancing act demanded by BBEP. Permit coordinator Mary Petrie, an environmental law specialist from upstate New York, also walks the tightrope between two groups' interests: the public's right to know and the permit applicant's right to confidentiality.

"The public has been guaranteed the right to have certain information and we work hard to give them what we can," says Petrie. "On the other hand, these products have not yet been commercialized and companies have a lot of time and money invested."

"The competition is intense," Petrie says, "and so is their concern that no one get hold of confidential information they have revealed to us." It is this liability, she says, that makes it necessary to register all BBEP visitors at the door.

Balancing these needs, charting this new territory, philosophizing on the role of government in an emerging technology seem to be the common threads tying together employees in the permit unit.

"The people on our staff are energized by the prospect of being part of a policy-making body, of defining an emerging issue, politically and philosophically," says Petrie. "There's not a lot of dead wood here. They may be very opinionated at times. It may be stressful at times. But this is an environment in which new ideas and new policies are being formed. It's never dull." □

Working with Industry Leaders Against Pseudorabies

By Larry Mark, Legislative & Public Affairs

In more than 100 years of organized efforts to combat animal diseases in the United States, the pseudorabies eradication program is unique.

"No effort against any disease has had this amount of industry input and direction," says Robert Ormiston, chief staff veterinarian for the VS swine diseases staff.

"Although the impetus to 'do something' about a disease condition normally stems from farmer and rancher concerns," he continues, "this is the first time that industry representatives have taken the leadership in designing and developing a cooperative eradication effort."

Caused by a herpes virus, pseudorabies is a contagious livestock disease that is most prevalent in swine. The disease is most serious in baby pigs, where mortality may approach 100 percent. Older swine may carry the disease without showing any signs. However, stress or other conditions may trigger the virus from its latent state in these carrier animals.

In cattle and many other species of animals, the disease is more disastrous and more dramatic: the signs may resemble the furious stage of rabies, from which pseudorabies gets its name. In these species, it almost always causes death. Pseudorabies does not affect humans.

Efforts with Industry

Efforts to create an eradication program have been aided by input from private industry (see box). In February 1989 Arizona became the first state to be officially enrolled in a distinctive five-stage, state-federal-industry pseudorabies eradication campaign.

Ormiston explains that the first stage of the program is preparatory in nature. "A state pseudorabies committee has to be functioning before anything else can happen," he says. "Plans should be in place for a reliable system to determine the prevalence of the disease, and state officials and industry representatives should be actively seeking any necessary legislation or regulatory authorities.



"Stage II is control," Ormiston continues. "In order to enter this stage, stage I standards must be implemented, a surveillance program must be in place, and swine movements must be controlled. Infection is eliminated through voluntary herd clean-up plans."

Stage III, mandatory herd cleanup, is the active eradication phase of the program. As indicated, producers whose herds are infected must take measures to clean them up. A state enters stage IV—surveillance—when there are no known infected herds. Free status—stage V—is achieved when a state goes for one year without finding any infected swine herds.

How does a producer with an infected herd get rid of the disease? "We don't have a 'cook book' approach," Ormiston says. "Rather, we have a number of different methods—ranging from isolation and testing to quick depopulation. We try to fit the best 'cure' to the individual situation."

"Most importantly," he continues, "we don't want the 'cure' to be worse than the disease."

Currently, 29 states have formally enrolled in the program. This process, too, is industry-related. States make formal application to APHIS, which in turn consults with the National Pseudorabies Control Board, an industry organization, before status is conferred.

Ormiston points out that the Control Board is unique. "There are two members each from the U.S. Animal Health Association, the National Pork Producers Council, and the Livestock Conservation Institute, all appointed by the presidents of their respective organizations," he

says. "The two NPPC members and one from LCI are producers, so half the board members are pork producers."

States in stage I are: Arizona, California, Florida, Iowa, Missouri, New Jersey, Texas, and Wyoming. Stage II: Alaska, Georgia, Illinois, Indiana, Kansas, Kentucky, Michigan, Minnesota, Mississippi, New Mexico, North Carolina, Oklahoma, South Dakota, and Virginia. Stage III: Alabama, Arkansas, Maine, North Dakota, Ohio, West Virginia, and Wisconsin.

All states should be in the program by October, says Ormiston. "Our goal is to eradicate the disease in swine by the year 2000."

Using Biotechnology

The pseudorabies eradication program is unique in yet one more respect. It is the first major campaign to use the fruits of biotechnology. "APHIS is in the process of approving several genetically engineered vaccines along with tests that can differentiate between infected and vaccinated animals," says Dave Espeseth, Director of Veterinary Biologics, BBEP.

"In past programs against other diseases," Espeseth says, "use of vaccines sometimes masked the disease and made it difficult to detect infection. But advances in biotechnology now make vaccination a valuable weapon in helping to wipe out pseudorabies."

What lies ahead for the program? Frank Mulhern, former administrator of APHIS who now works for the NPPC, says it will be a year of commitment—"a commitment to establish the eradication of the disease as a high priority by swine producers, state departments of agriculture, and USDA.

"It must be a year of commitment to accelerate the program and to secure adequate funds to combat the disease," he says. "NPPC has a major responsibility to seek federal funding for the program and therefore will automatically be involved in the APHIS budget process and the allocation and distribution of funds. The depth of these relationships is new and is still in the developmental stage.

(continued on page 35)

Pseudorabies continued from page 34

"APHIS and NPPC have a challenge to interrelate more effectively as to the direction and implementation of the program at the national

and regional levels," Mulhern notes. "NPPC must rely heavily on APHIS for surveillance and epidemiological data and expertise.

"All organizations involved have to play catch-up during 1990 and 1991 to get on top of the situation," Mulhern says. "Hopefully, by the end of this year, developments will influence many more producers to join those who have been leading the fight and more funds will be available to do the job.

"It's not going to be easy," Mulhern concludes, "but where there is the will, we can always find the way." □

Getting the Program Underway

Even though pseudorabies has been known to exist in the United States since the 1930's, the disease did not emerge as a serious threat to the swine industry until the 1960's and 70's, when a new and more virulent strain began spreading. The spread focused on the seedstock producer segment of the swine industry—operations that produce breeding stock for the rest of the industry.

Along with the change in virulence came an increase in spread. Surveys in 1977 estimated that the disease had doubled every year since 1974.

"We've come a long way relative to the control and eradication of pseudorabies since the late 70's," says Mulhern. "Then, many swine producers who were experiencing acute outbreaks in their herds were demanding immediate relief through some type of program. At the same time seedstock producers were claiming discrimination, since the first measures to limit spread affected them."

Following a fact-finding conference sponsored by APHIS in April 1977 in Ames, IA, APHIS officials concluded that more needed to be known about the disease before an eradication effort could be launched. This resulted in another "first" for the pseudorabies program—the use of pilot programs to develop strategies to use against the disease.

"In the first half of the 1980's," Mulhern says, "we began pilot studies to learn more about the disease, evaluate alternative approaches, and initiate cost/benefit studies. This was unique—we had never before done comprehensive studies like these before beginning an eradication program."

As these pilot studies were being concluded, others in the industry were busy developing program standards. Neal Black, former president of the Livestock Conservation Institute (LCI), an organization representing a broad range of the livestock industry, had a leading role in this effort.

"The pseudorabies program has been producer-stimulated and producer-motivated," Black says, "and it's been pretty well directed by producers. A committee was put together in late spring of 1987. They had a document ready to go out to the industry for comments by the end of September.

The next spring—in March 1988—the NPPC approved it.

"Then the LCI had a hearing in April," Black said, "and by that time there was a consensus that we go ahead on the plan as written."

Ormiston points out that the final draft was recommended in October 1988 by the U.S. Animal Health Association, an organization representing the livestock industry and state and federal regulatory officials. "And in January 1989," Ormiston notes, "APHIS formally adopted these standards as the basis of the cooperative eradication program."

Migratory Birds from page 2

depends on scaring them with loud noises. The industry uses noise-making pistols and shotguns, fire-crackers, propane cannons, screamer sirens, recorded distress calls, and electronic noises.

Initially birds are frightened away by loud noises, Littauer says, but after a while, they adjust to the noise and keep fishing. So APHIS has helped add surprise to the noise with machines that vary the frequency of the booms and the location from which bursts of noise are broadcast.

When birds accommodate to even the most elaborate pyrotechnics, fish farmers have to fall back on re-establishing the noises as posing a credible threat, and that involves killing a few birds. Killing is a last resort and requires a special permit from the U.S. Fish & Wildlife Service. ADC wildlife biologists evaluate each case and then help permitted fish farmers with limited killing if necessary.

Shooting a few birds helps the surviving flock associate the killing with the noise of scaring devices. After that, when the fireworks go off, the flock moves away promptly. However, since farmers, like birds of a feather, seem to flock together, the result of fireworks often is that predaceous birds just move to the farm next door.

Littauer says that measures against fish-feeding birds are being developed on an ad-hoc basis to deal with a new and frustrating problem. Scientists in APHIS Science and Technology are searching for more permanent solutions for sending predaceous birds the message to leave fish farms alone. □

Customs continued from page 1
secondary inspection area for baggage inspection.

The Hope of the Future

Now Customs has a new plan, known as the Master Plan for Passenger Processing at the U.S. Airports in the 1990's. It is already operational at Boston, Dallas, Detroit, Honolulu, Los Angeles, Miami, JFK-New York, San Diego, San Francisco, and San Juan. Customs expects to implement this system at all major gateway airports by the end of 1990.

The Master Plan shows great improvement over the previous system of baggage inspection. Innovations and enhancements are designed to increase passenger flow while increasing enforcement results.

Of utmost importance is the Passenger Analysis Team (PAT), made up of a computer set-up called the Analytical Unit; roving inspectors from Customs, APHIS, and the Immigration and Naturalization Service (INS); and a Rover Coordination Center.

Advance information on passengers and crew of arriving aircraft is sometimes available from the Analytical Unit through a computer system known as TECS II (Treasury Enforcement Communication System). In these instances passenger manifests are electronically transmitted in advance by foreign governments and participating airlines.



Queuing Up: International passengers at LAX wait in line to go through Immigration, on right. Customs and Agriculture await them beyond. Beagle Brigade personnel bring the beagles along this line, where the dogs "alert" to suspicious baggage. Photo by Laura Smith.

Customs and the INS have created the Interagency Border Inspection System (IBIS), a computer program that allows the inspection agencies to list names of known violators. APHIS will enter its information from PPQ form 591, Notice of Alleged Baggage Violations.

With the arrival of a flight, INS

agents enter passenger names into their system as part of their visa check. When IBIS registers a "hit"—that is, when it indicates that the passenger has been listed by one of the agencies—the passenger is escorted to a secondary baggage inspection area.

The Speedy Advantages

From the computer input on an arriving aircraft's origins and passengers, flights are classed as either high-risk or low-risk. Flights flagged as high-risk by an agency are inspected 100 percent by the appropriate agency. Passengers from low-risk flights are cleared selectively by PAT rovers.

Customs inspectors start passenger processing by conducting roving interviews before passengers arrive at baggage belts. APHIS and Customs work together, either in teams or with dogs, to screen all passenger declarations. Rovers will have the opportunity to escort passengers, if necessary, to the secondary examination area. APHIS will continue to augment the system with its x-ray equipment and the detector dogs of the Beagle Brigade.

With the new system inspectors

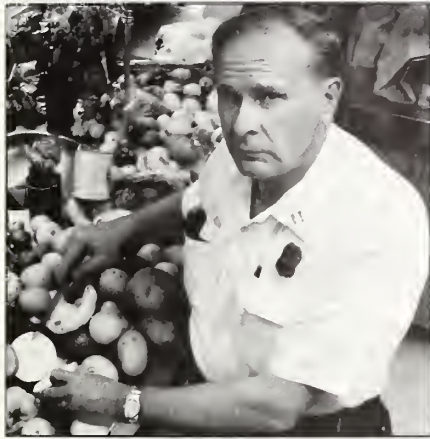


LAX PPQ Officer Richard Cosgrove directs travellers who have been profiled for agricultural inspection toward the x-ray machine. Photo by Laura Smith.

work out of a Rover Coordination Center, located in the middle of the main inspection area. In some cases the Center will be an elevated structure designed to enhance observation, with its sides made of one-way glass to allow inspectors a full view of passengers milling around.

The Center includes the computer unit that allows the PAT to monitor "hits." Observations and information from the Center go by radio via headsets to inspectors on the floor.

With the new system inspectors are free to move through all parts of the inspection area instead of being tied down to a conveyor belt while waiting for passengers or baggage to appear.



Los Angeles Airport Supervisory PPQ Officer Larry Wheadon displays a part of the day's take. Photo by Laura Smith.

The Buzz Word is Selectivity

According to Chuck Havens, Chief Operations Officer for PPQ's Port Operations, the Master Plan remains the best possible answer to the challenge of inspecting the ever-increasing number of passengers and aircraft arriving from foreign countries.

"There is no alternative to selectivity," Havens says. "Selectivity" is the buzz word for future inspections.

"The beauty of it is that Customs and APHIS, for the first time, will become partners in this effort," he says. "It will accelerate passenger flow as well as increase the seizures of contraband." □

Beltside

The heart of the new system, according to Los Angeles' Supervisory PPQ Officer Larry Wheadon, is the x-ray machine, a \$70,000 piece of equipment that moves the burden of clearing baggage into APHIS' realm of responsibility.

At LAX Customs officers "profile" passengers getting off selected flights at three international terminals. This is usually done as the passengers debark the aircraft on the way to Immigration. All passengers on these flights are questioned for drugs and narcotics.

After passengers go through the INS check, they pick up their baggage. At this point passengers matching a "high-risk" profile will be approached by a Customs Rover. Passengers who are not selected for a secondary inspection exit through the "green" door.

Those selected for inspection or those indicating something to declare are directed to the agriculture x-ray machine. There the baggage moves by conveyor belt through APHIS' clearance.

The first APHIS employee, the "meeter/greeter," checks passengers' declarations and sees that the bags are placed properly on the belt. Another PPQ officer or Agricultural Aide operates the belt and reads the x-ray machine. The third employee pulls the baggage off the belt for examination, and one or two will examine the contents for objects flagged by the x-ray operator.

"APHIS will find that we have much better control now," Wheadon says of the new system. "Every passenger that fits the profile has to pass through Agriculture inspection. And we can fine-tune our inspection."

Wheadon says that some flights, especially those from Central and South America, are singled out for complete inspection because they are consistently laden with food. "These lines can last an hour or an hour and a half. With the x-ray equipment we can clear them out faster."

PPQ Officer Sam Carrasco says the x-ray equipment works best with fruits and vegetables; this is especially true when a targeted item is in season, like sand pears from Korea. "Some inspectors get very good at putting the pieces of the puzzle together," Carrasco says, "and they can make out some of the harder-to-see items, like meat."

He says team members will switch positions to break up monotony and fatigue. "Or one may prefer a particular place, like the meeter/greeter."

PPQ Officer Robert Heliczer, with thirty years in PPQ this October, talks about the impact of the change. "At first the old-timers resisted it. We felt there was no substitute for experience, and we were trained in profiling passengers. We were used to deciding for ourselves what to look for. Now, I'm really dependent on that machine."

All three PPQ officers talked about fatigue and under-staffing as liabilities in the system. "The system would seem to take away some of the work, but it's really caused APHIS more," Heliczer says. "In the past Customs would select passengers for inspection. Now we're responsible."

"The x-ray machine helps us target better," Carrasco says. "That's why it's so important to staff the machine properly."

"We're inspecting flights from 25 different countries every day," Wheadon says. "We clear 65 to 70 flights a day at our three terminals. And if you just drive for an hour east of the airport you'll see why we're doing it."

"Not that far away are huge citrus and avocado groves, tens of thousands of acres of row crops and truck gardens," he says. "There are also huge feedlots of dairy and beef cattle. It's sobering to think of the devastation that could occur if we had an outbreak of foot-and-mouth or some other pest. You have to get out into the country to get the true agricultural picture, to see what a service AQI is providing for this country."

IS Team Solves Rabbit Mystery

By Mary Yurkovich, Legislative & Public Affairs, Mexico City

"People don't pay attention to rabbits," comments Farouk Hamdy, Acting U.S. Co-Director for the Commission for the Prevention of Foot-and-Mouth Disease and other Exotic Diseases (CPA) in Mexico City, Mexico.

That may be the reason why, for two months, rabbits died quietly by the thousands north of Mexico City, where the typical average rural backyard includes several rabbit hutches. In many parts of rural Mexico, rabbits are a farmyard animal, eaten or sold for food.

Beginning in December 1988, farmers reported that their rabbits were dying. No one was able to explain why.

Through a cooperative program between the APHIS and the Mexican Department of Agriculture, the high-security CPA laboratory received tissue samples from Mexican veterinary students, who thought the disease might be exotic to Mexico.

Tracking It from Europe to China

John Mason, now with R&D in Hyattsville, was at that time Co-Directors of the CPA. Working with his Mexican counterpart, Juan Gay, Mason began checking the literature to learn if a similar disease was appearing anywhere else.

Gathering information by telephone and telefax, they learned that the Peoples Republic of China reported a new rabbit disease in 1984. Making further inquiries, he discovered that "European" rabbits had also been dying.

Juan Lubroth, APHIS veterinarian stationed with the CPA in Mexico, helped with the detective work. With the assistance of James Smith, APHIS veterinary attache in Rome, Lubroth contacted researchers in Italy.

From them Lubroth discovered that in 1987-88 Italy had lost 16 million rabbits—about 20 percent of its rabbit population. Other European and Asian countries had also been plagued by the disease. However, no one outside the affected countries knew anything about it.

Mason and Gay suspected that the disease in China and Europe was the same disease his colleagues

were now facing in Mexico. They sent CPA veterinarians into the field to conduct epidemiological studies. They discovered up to 20,000 rabbits had died in the previous 3 or 4 weeks.

Meanwhile, in the CPA laboratory, Hamdy was running tests on the disease. A veterinary microbiologist, Hamdy's experience includes 10 years with the Agricultural Research Service at Plum Island, New York; diagnosis of African swine fever (ASF) in Brazil and the Dominican Republic; and establishment of an ASF diagnostic laboratory in Haiti.

Hamdy compared pathological lesions and virological tests of infected Mexican rabbits to the Chinese/European disease and found them to be compatible. For a diagnostic test he used human red blood cells with a rabbit tissue suspension. In the presence of the virus the red blood cells agglutinated, or clumped together. To assure that the test was specific to the disease, Hamdy introduced serum from a convalescent rabbit. The serum inhibited agglutination.

Once microbiological tests had confirmed their suspicions, the CPA staff could tell Mexican farmers why their rabbits were dying. They were dying of a virus that was causing a highly contagious hemorrhagic disease.

Mexican and CPA personnel later discovered that the disease had entered the Western Hemisphere on a shipment of frozen rabbit meat from China that had been delivered to a supermarket chain outside Mexico City. One of the chain's local rabbit suppliers had brought some rabbits to the store.

Evidently, he had contact with the rabbit meat from China, for in a few days, rabbits on his farm started to die. From here, the disease spread to a rabbit colony at a nearby veterinary school. From there it spread into the Mexico City area and, ultimately, into 14 adjacent states.

Field Eradication

In little more than a month after a shipment of rabbit meat entered, Mexico had an uncontrolled outbreak on its hands. The CPA team

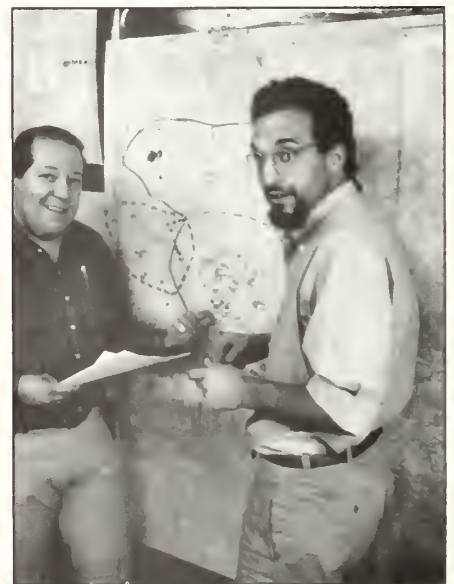
convinced the Mexican Department of Agriculture that it should eradicate the disease. Mexico mobilized its emergency task force, SINESA. This task force spent over a year on the eradication effort and is still conducting surveillance to ensure that the last sporadic foci of infection are wiped out.

"No country affected by the disease in Asia or Europe," comments Hamdy, "has equaled the accomplishment of Mexico, as far as we know. Some have chosen vaccination as a control measure. None have attempted eradication."

"Throughout the effort, the CPA provided invaluable help," says Mason. "Over the years the CPA conducted many training classes simulating emergency disease outbreaks. We wanted to be ready in case foot-and-mouth disease returned to Mexico. Our training has paid off. For this outbreak we had people ready to meet the emergency."

Hamdy and his Mexican associates developed a new test using immunofluorescence for diagnosing the disease in rabbits. With it he

(continued on page 39)



Veterinarians Juan Lubroth of APHIS and Alfredo Garcia Bustamente of SARH (Mexico's Ministry of Agriculture and Hydrologic Research) confer over a map of the quarantine area. Photo by Mary Yurkovich.

Rabbits continued from page 38

characterized the causal agent of the disease. Hamdy also assisted the campaign by providing valuable information on the efficacy of the

disinfectants used to clean infected premises after depopulation.

"Our real contribution, though," adds Hamdy, "lies in increasing the

world's knowledge about the disease. We have extended information about this disease and made it available to everyone." □

FOIA continued from page 5

amended it twice, for the purpose of giving the public an avenue through which to gain access to Federal documents.

With the Act, Congress established nine exemptions that agencies can use to withhold information—a small number given the breadth of the law. It is evident that the purpose of the FOIA is to release as much information to the public as possible without causing harm.

Many of these exemptions do not apply to APHIS business, such as the ones protecting documents relating to national security or the regulation of financial institutions. However, the three exemptions we invoke most often are worth a brief description.

Exemption 4 of the FOIA defines two categories of information that may be withheld: (1) a trade secret or (2) commercial or financial information that is privileged or confidential and has been obtained from a person.

An Executive Order signed in 1987 allows us to consult with the people who were the source of information qualifying for Exemption 4. Although the submitters can ask us to withhold their information, it is up to the FOIA staff, sometimes working with APHIS program specialists, to determine what will be released.

Another exemption we frequently invoke is Exemption 6. It deals with information that is personal in nature and that can be used to identify a specific person. For example, home addresses, home phone numbers, and Social Security numbers are always withheld, as are medical

files. This exemption requires FOIA personnel to balance public and private interests.

Finally, Exemption 7(A) allows us to withhold information that was compiled for a law enforcement investigation—but only to the extent that release of such information could interfere with the enforcement proceedings.

The Paper Path

The single largest FOIA request made to APHIS in 1989 was 2,700 pages long. Somebody had to find these documents, someone had to review them, and somebody had to copy them.

The most common request to the APHIS FOIA staff is for information that the agency gathers under the Animal Welfare Act. A common source of requests is the media, but requests also come from law firms, private citizens, industry, private interest groups, commodity groups, and offices of elected representatives who are not acting on legislative committee business.

When we receive a request for records under the FOIA, it is logged in and then sent to the office of primary responsibility—in other words, the office that maintains the requested records. Once a request has been received in the FOIA office, we have only 10 working days in which to respond under the law.

Thanks to the age of the FAX machine and electronic mail, we can get requests out to the field the same day we receive them. However, we still must depend on the Postal Service to get the documents from the field.

Once we receive the documents, an FOIA specialist conducts a line-by-line review of each page to determine if any information contained in the documents should be withheld. Finally, a set of the requested documents, with any exempt mate-

rial deleted, is forwarded to the requester. If information was withheld, we include an explanation of what type of information was withheld, the authority under which it was withheld, and what the requester's appeal rights are.

The number of requests made under the FOIA has increased dramatically over the past few years. In 1987, APHIS received 648 requests compared to the 58 received 10 years earlier in 1977. And in 1989, we closed the year out with 986 requests and the release of over 40,000 pages.

A request for information under the FOIA can only be handled by the FOIA office. If any other APHIS office receives a request for official agency records, it should be sent to Room 600 of the Federal Building in Hyattsville. Requests for information that is normally available to the public, such as Federal Register documents, brochures, or press releases, do not have to go through the FOIA staff.

If you have a question or are not sure about the release of information, please call us. We now have three specialists and an assistant on the FOIA staff. Besides myself, Sue Izumi and Kim Pacheco are FOIA specialists. Debbie Leilich is our FOIA assistant. Our phone number is FTS (or 301) 436-7776.

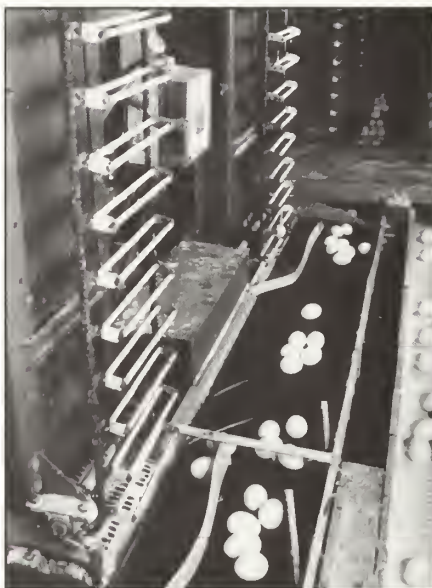
Our ability to keep pace with this growing demand for information relies heavily on the headquarters staff and field personnel who gather the documents for us and answer our questions. We appreciate your time and energy, and even though you might not look forward to hearing from us, we look forward to working with you. □

SE continued from page 1

number of outbreaks, with a tenfold increase in the rate of infection. Raw or lightly cooked shell eggs are the primary, though not exclusive, vehicle associated with the increase in this type of Salmonella outbreak. (see box)

The APHIS program relies on controlling SE in production flocks through a two-pronged approach: by ensuring that the flocks that produce the table-egg laying hens are SE free, and by identifying and restricting those egg-laying flocks that are implicated in human or poultry outbreaks of SE.

Chester Gipson, Assistant Regional Director, Southeastern Region, Veterinary Services, currently heads a task force, established in late February, to implement the APHIS SE program. Other Veterinary Services employees who are assigned indefinitely to the program include: Sean Altekruze, Staff Veterinarian, Emergency Programs; Michael David, Staff Veterinarian, Sheep, Goat, Equine and Poultry Diseases Staff; Bill Ford, Management Analyst, Information Systems Support Staff; Andy R. Rhorer, National Coordinator of the National Poultry Improvement Plan; Larry D. Shipman, Regional Epidemiologist, Salmonella Control, PA; and Kay



An egg elevator in a commercial layer operation. the SE task force has established procedures for aseptic swabbing of these and other structures to test for the presence of the Salmonella organism. If test results are positive, procedures require further testing through blood and tissue sampling. SE task force personnel are currently training APHIS VMO's and state veterinarians in task force procedures. Photo by Laura Smith.

Outbreak!

Improper food preparation contributed to these outbreaks of Salmonellosis:

- Four construction workers were hospitalized in New York with Salmonella. They ate egg sandwiches provided by canteen trucks that were supplied by a central commissary. The commissary uses about 14,000 eggs a day, which are hand-cracked and pooled before they are cooked.
- A morning class of 20 nursery school children in Maryland drank a milkshake of raw eggs, milk, ice cream, and bananas. Ten became ill with fever and diarrhea.
- A baker in Massachusetts made icing for a cake with raw eggs, sugar, and butter. At least five people with SE-confirmed cases reported that they ate frosted cake from the bakery.
- Eleven of 14 people who ate cheesecake at a church choir meeting in Wisconsin became ill with Salmonellosis. A woman had made the cheesecake using eggs from her own backyard flock. A piece of the cheesecake that was cultured also grew SE.

Wheeler, VMO, Northern Region. The task force also has on board Ron Day, Investigation Specialist, REAC, and Margaret Webb, Public Affairs Specialist, LPA.

"One major job for the task force has been establishing standards for environmental and bird sampling procedures," says Tom Holt, Assistant Director with the VS Northern Region and the first director of the task force. "And we're responsible for developing ways to ensure that the standards are applied in all investigations of egg-related SE outbreaks.

"The standards have to be applied consistently," he adds. "There is no room for hit-or-miss tactics."

During the last two years, Shipman has been active in testing and sampling chicken operations throughout the Northeast. According to Shipman, if it is done correctly, environmental sampling is a reliable indicator if SE is present in a flock.

The two areas that best represent the large hen populations that need to be swabbed and cultured are the egg collection equipment and machinery and the surface of the manure piles that collect in huge pits beneath the hen houses.

"It's a hazardous job, to say the least," says Shipman. "I've learned to watch my step and never look up when I'm in the pits."

If cultures of the environmental samples from a laying house are positive for SE, then tissue samples are collected from the hens for bacteriological culturing in the laboratory. The number of chickens tested and sampled is based upon the statistical probability of recovering the bacteria if they are infecting the flock.

How can you protect yourself against Salmonellosis? Simply follow hygienic food preparation practices. Buy refrigerated eggs and keep them refrigerated. Cook your eggs thoroughly. Avoid recipes that call for uncooked or partially cooked eggs, or use pasteurized eggs. (The pasteurization process kills Salmonellae.) Make sure that casseroles and other dishes that contain eggs are heated to an internal temperature of 165 degrees F. Use a food thermometer.

Eat and enjoy eggs and good health! □

Mrs. Smith continued from page 3 so that fewer Medfly infestations and other emergencies occur."

Smith is a great believer, too, in planning as a way to help eliminate the need to declare emergencies. While recognizing that some emergencies will nevertheless occur, she believes agencies must make extra efforts to identify issues that repeatedly result in emergencies.

"This will help alleviate difficulties we've had treating infestations or eliminating outbreaks in some cases—for example, in dealing with people who have concerns about pesticides or producers who resist having crops or livestock destroyed to eliminate pests or diseases," Smith says.

She recognizes that human nature can cause employees to be nostalgic for the "good old days" of greater resources and fewer restrictions. "I believe, however, that it's far more productive to look forward to the new," Smith says.

"For instance, if you can't eradicate a disease or pest in traditional ways, perhaps you can do it through genetic manipulation. If you can use prevention by breeding out a disease, for example, or by intercepting an insect at the border, before it enters, you'll save a lot of time and money in the long run."

Public Service, Private Industry

Looking back over the past year, Smith finds that she enjoys being on the inside of government looking out, trying to identify and solve problems, after spending years in the very different world of private industry.

"I particularly enjoy working with the Secretary and the Deputy Secretary," she says. "Their vast knowledge of agriculture and its problems makes it all the more vital for us to be careful in presenting and implementing programs."

"However, the frustrating thing for me, coming from business," she continues, "is the fact that there are so many checkpoints in government regulations. These checkpoints are right and proper; but in your own business operation you make the decisions yourself and you have to live with them, whether they are right or wrong. I've had to adjust to a different way of doing things."

She knew when she came to Washington that she'd sometimes have to say "no" to former industry colleagues.

"Yes, I knew that would happen," she says, "and I was prepared for the fact that you can't make everybody happy all the time or hope to resolve every problem immediately."

Besides, as a rancher, I've always known that in agriculture, you solve one problem, and there's always another to deal with."

Before joining USDA, Smith's major interest was cattle; now, her territory consists of seven agencies with a vast range of interests. She has strong feelings about her place in this matrix.

"My philosophy is that the agencies have the technical expertise," she says, "while I bring political sensitivity to the issues and contribute in that way."

She recognizes that variables like equipment or facilities problems and consumer concerns can complicate performance of the missions of the Marketing and Inspection agencies. "Still," she says, "we have to remember the central issue: We're here to help make sure producers can continue to produce food and fiber."

"Day to day in this job, what I enjoy the most are the challenges and the people," she says. "I don't have a personal agenda. I'm here to help the agencies work more cooperatively with industry, with Capitol Hill, with all the other elements of the picture. If I had to state my credo, it would be that we need to work together—my staff and the technical experts in the agencies—for the benefit of agriculture and the consumer." □

Chicken Facts:

Chickens are direct descendants of dinosaurs.

They are more closely related to reptiles than to mammals.

Which came first, the chicken or the egg? The egg: Dinosaurs were laying eggs millions of years before chickens evolved.

The average size of a chicken house with one commercial egg-laying flock is 65,000 birds.

An average commercial egg-laying operation has five houses on the premises.

The average chicken in a commercial egg-laying operation produces about 279 eggs a year.

In the United States, there are nearly 230 million egg-type laying birds, producing over 60 billion eggs a year.

One chicken produces about 1/4 pound of manure a day.

The cattle in a 150-head dairy operation produce less manure over a one-year period than the chickens in an average chicken house.

Several olympic-size swimming pools could fit in the "pit"—where manure is collected—under an average-sized commercial chicken house.

In Indiana, for example, production flocks have amassed about 50 million tons of chicken manure. Disposing of this by spreading it on land would require a one-mile-wide strip across the width of Indiana.

Chicken facts are supplied free of charge by SE task force members.



Hawaiian Flies

By Fred Smith, Legislative & Public Affairs



Ceratitis capitata, male

Hawaiian officials parted a lei of maile leaves and a local minister led the assembled crowd in a traditional Hawaiian blessing last January as APHIS dedicated its state-of-the-art sterile fruit fly rearing facility in Waimanalo.

With the traditional Hawaiian ceremony APHIS took a major step toward the control of the Mediterranean fruit fly, one of the principal threats to American agriculture.

The facility, which can produce and ship up to 500 million sterile fruit flies a week at peak capacity, will give the Department "within our own borders, the arsenal to meet future emergencies on the mainland and to conduct programs in Hawaii as well," according to Deputy Secretary of Agriculture Jack Parnell, the keynote speaker at the ceremony.

Also speaking at the opening were U.S. Congressman Daniel K. Akaka, California Department of Food and Agriculture Director Henry J. Voss, and Hawaiian Board of Agriculture Chairman Yukio Kitagawa. Richard R. Backus, Acting Deputy Administrator for Plant Protection and Quarantine, represented APHIS.

Parnell told the audience that the new facility was "a tribute to America's belief in scientific agriculture and to USDA's long-term commitment to apply the best and most recent technology of integrated pest management.

"We must find contemporary solutions in addition to pesticides, to assure continuation of America's



The parting of the lei: As an inaugural gesture U.S. Congressman Daniel K. Akaka (left) and Deputy Secretary of Agriculture Jack Parnell (right) untie the ribbon holding together streamers of leaves; the Rev. Edward Kealanahahele is in the middle. PPG Acting Deputy Administrator Dick Backus watches on far left. Photo by Fred Smith.

abundant, safe, wholesome, efficient food supply," Parnell said.

The facility, he said, "signals to the world our commitment to use sterile insects and integrated pest management both to complement and reduce the need for chemical pesticides."

Officials said the first priority for the facility would be to assist with the need for fruit fly control in California.

"Right now, with the Medfly crisis a special problem for my state," Voss said, "a large supply of good-

quality sterile Medflies is crucial." He pledged California's "fullest possible support" to the program.

Akaka added his congratulations at the opening of the facility and offered the hope that the eventual eradication of the Medfly in the Hawaiian islands might open new possibilities for marketing Hawaiian fruit and other produce on a national scale. □



Leaders

This is Track 2, roughly half of the 59 participants currently enrolled in R&D's Leadership, Education and Development (LEAD) program. The group had its first session in Virginia Beach, VA, in April, where APHIS Administrator James Glosser addressed them as "the future leaders of APHIS." LEAD participants attend four 2-week seminars over 18 months. They come from all program areas and compete for vacancies in the LEAD program; when they have finished the program, they are eligible for non-competitive promotion to GM-13 or GM-14 positions for which they qualify.

Earth Day 1990

Controlling a prairie fire during Earth Week, April 1990, at the National Veterinary Services Labs, Ames, Iowa. Photo by Laura Smith.

APHIS-VS employees in Hidalgo County, TX: Members of the Border Surveillance, Tick Eradication, and Scrapie Investigation teams get together to plant a tree at Moore Air Base, Mission, TX, for Earth Day 1990. After the ceremony they had a Texas-style barbecue. Photo by Arnold Moorhouse.

Inside greenhouse at Otis Methods Development Center, where red oak seedlings are used as hosts in tests against gypsy moths. The Center donated 110 seedlings to a fourth grade class in Mashpee, MA, as part of Earth Day activities. Photo by Joyce Finney.



Photo Search: Are You Ready Again, Camera Bugs?

The March 1988 *Inside APHIS* carried the results of the first "APHIS at Work" Photography Contest, with one best-of-show entry and first-, second-, and third-place winners from four program areas.

With nearly three times as many organizational units now, *Inside APHIS* hopes to find nearly three times the sheer talent and photographic prowess in its second "APHIS at Work" Photography Contest.

The guidelines are the same as before. Send either a 35-mm original color slide (or top-quality duplicate) or 8x10 glossy black-and-white or color print to *Inside APHIS*, Room 606 Federal Building, 6506 Belcrest Road, Hyattsville, MD 20782, by September 30, 1990.

With your submission, tell us who you are, identify the person and activity in the photo, and ac-

company it with a release statement signed by the person(s). The statement should say, "I hereby consent that all photographs taken of me at _____ on _____ by _____ may be used by USDA/APHIS, and/or others with APHIS' consent, for the purposes of illustration or publications." Have each person include his or her work address and phone number on the statement.

All APHIS employees, excluding members of LPA, are invited to send in items. A panel of professional photographers will pick winning entries, considering such qualities as action, human interest, lighting, composition, focus, and movement.

It is suggested that photos not be sent if they show backs of people, shading on faces, tobacco or alcohol, on-the-job scenes if safety requirements are not met, or the standard, posed "grip-and-grins." □



Best of Show in the 1988 APHIS Photography Contest: A baby camel within minutes of its birth at the Los Angeles Animal Import Center. Prize-winning photographer: Animal Health Technician Jan Kayatani.

More Than Piggy Can Bear



By the year 2006, the cost of a four-year college education could be nearly \$148,000 — way beyond the capacity of most people's piggy bank! Face that staggering statistic now by starting your child's education fund with U.S. Savings Bonds. Bonds pay competitive interest rates and are exempt from state and local income taxes. The Federal income tax liability on bond earnings can be deferred and, for some families, may be completely eliminated when the proceeds are used for qualified education expenses. Ask about the new Education Bond Program that applies to bonds purchased after January 1, 1990*.

*Specific requirements on bond registration, purchase, use and income levels apply.



U.S. SAVINGS BONDS
THE GREAT AMERICAN INVESTMENT